



OFFICE OF INSPECTOR GENERAL

Norman D. Butts
Inspector General

TO THE HONORABLE COUNTY COUNCIL AND COUNTY EXECUTIVE FOR
MONTGOMERY COUNTY, MARYLAND:

We engaged the services of the National Animal Control Association to review and evaluate the Montgomery County animal control and shelter services program and make suggestions for improvement. The animal control program is the responsibility of the Animal Services Division of the Montgomery County Department of Police. Shelter services are provided through a contract with the Montgomery County Humane Society, Inc. The contractor was asked to examine the following: overall management and governance of shelter operations and field services including their interrelationship; shelter maintenance (both the grounds and inside the building); shelter design and layout with regard to human service areas and kennel areas; shelter operations; animal care and husbandry; shelter adoption procedures; euthanasia regulations and procedures; volunteer programs; relations with community-based animal welfare groups; coordination with local veterinarians; field services during business and non-business hours; staffing issues including compensation, working conditions, and training; budgets; record-keeping; the contract between Montgomery County and the Montgomery County Humane Society, Inc.; and policies concerning the board of directors of the Montgomery County Humane Society, Inc.

The review by the National Animal Control Association was performed to assist the Office of Inspector General in assessing the efficiency and effectiveness of the County's animal control and shelter services program. The report contains 114 recommendations for improvement categorized in three timeframes: immediate, intermediate (3-6 months), and longer-range.

This report is the result of the review noted above and is intended for the information of the County Council and the County Executive. This restriction is not intended to limit distribution of this report, which upon delivery to the County Council and County Executive is a matter of public record.

Office of Inspector General

March 12, 2001

Animal Services Division

Program Evaluation Report April, 2000



**Prepared for Montgomery County
Office of Inspector General**



NATIONAL ANIMAL CONTROL ASSOCIATION

Johnnie W. Mays
Executive Director
P.O. Box 480851
Kansas City, MO 64148

September 15, 2000

Norman D. Butts, Inspector General
Office of Inspector General
51 Monroe Street, Suite 802
Rockville, MD 20850

Dear Mr. Butts,

Please find attached a copy of our Program Evaluation Report based on a management and staffing study of the Animal Services Division.

The Study Team appreciates the cooperation and support from members of the Animal Services Division, the Montgomery County Humane Society, Montgomery County government and the community at large.

If you need any further information, or have any comments or questions, please do not hesitate to contact me at 913-768-1319.

Sincerely,

A handwritten signature in black ink, appearing to read "J. W. Mays". The signature is fluid and cursive, with a large, sweeping "J" and a long, trailing flourish at the end.

Johnnie W. Mays
National Animal Control Association

TABLE OF CONTENTS

	<u>Page</u>
TRANSMITTAL LETTER	
INTRODUCTION	I-1
Study Team	I-1
Acknowledgments	I-1
Comparative Use of Data	I-1
Purpose Statement	I-2
Definitions and Acronyms	I-4
Executive Summary	I-5
Quality of Personnel	I-5
ASD Administration	I-5
MCHS Administration	I-5
Communications	I-6
Shelter Operations	I-7
Field Operations	I-8
Occupational Safety Procedures	I-9
Licensing	I-9
Employee Attitude Survey	I-10
Community/Interagency Relations	I-10
Legal Disclaimer	I-11
Summary of Analysis	I-11
Implementation	I-12
Recommendation Summary	I-13
CHAPTER 1 – SERVICE DELIVERY AREA	1-1
The Setting	1-1
Service Delivery Areas	1-1
Organizational Structure	1-1
Political Structure	1-2
ASD History	1-2
MCHS History	1-3
CHAPTER 2 – ASD ADMINISTRATION	2-1
General Description of Services	2-1
Organization & Staffing	2-1
Work Schedules	2-2
Attrition	2-2
Recruitment and Selection	2-2
Interview Process	2-3
Supervision	2-4
Staff Meetings/Communications	2-4
Mission of the Department	2-5
Policies & Procedures	2-5

TABLE OF CONTENTS (Continued)

	<u>Page</u>
Facilities	2-6
Records Management	2-6
ASD Budget	2-7
Material Procurement	2-8
Computer Support	2-8
Human Resources	2-9
Performance Evaluations	2-9
Promotions	2-9
Employee Assistance Program	2-9
Job Descriptions	2-10
Training	2-10
Career Development	2-11
Employee Morale & Productivity	2-11
Recommendations & Agency Responses	2-11
CHAPTER 3 – MCHS ADMINISTRATION	3-1
Organization & Staffing	3-1
Work Schedules	3-2
Attrition	3-2
Recruitment and Selection	3-2
Interview Process	3-3
Supervision	3-3
Staff Meetings/Communications	3-4
Mission of the Department	3-4
Policies & Procedures	3-5
Facilities	3-5
Records Management	3-6
MCHS Budget	3-6
Material Procurement	3-9
Computer Support	3-9
Human Resources	3-10
Performance Evaluations	3-10
Promotions	3-10
Employee Assistance Program	3-11
Job Descriptions	3-11
Training	3-11
Career Development	3-12
Employee Morale & Productivity	3-12
Recommendations & Agency Responses	3-12
CHAPTER 4 – COMMUNICATIONS	4-1
Telecommunications System	4-1
Telephone Communications	4-5
Recommendations & Agency Responses	4-6

TABLE OF CONTENTS (Continued)

	<u>Page</u>
CHAPTER 5 – SHELTER OPERATIONS	5-1
General Description of Services	5-1
Facilities	5-1
Space Allocations	5-2
Office Areas	5-3
Animal Housing/Care	5-4
Food Storage and Feeding Schedules	5-7
Sanitation and Disease Control	5-8
Quality of Personnel	5-8
Work Schedules	5-8
Determining Kennel Staffing Needs	5-9
Records Management	5-9
Animal Impoundment	5-10
Adoption	5-13
Euthanasia	5-16
Training	5-18
Recommendations & Agency Responses	5-19
 CHAPTER 6 – FIELD OPERATIONS	 6-1
General Description of ASD Services	6-1
General Description of MCHS Services	6-1
Staffing Overview	6-1
Work Schedules	6-1
Field Staffing	6-4
Determining Field Staffing Needs	6-4
Officer Availability	6-5
Distribution of Workload	6-5
Patrol Districts	6-6
Calls for Service	6-7
Human Resource Management	6-7
Field Communications	6-7
Vehicles – ASD	6-7
Vehicles – MCHS	6-8
Equipment	6-9
Uniforms	6-10
Enforcement Procedures	6-11
Animal Handling Techniques	6-12
Chemical Capture	6-12
Field Report Writing	6-13
Animal Bites	6-13
Interagency Relationships	6-13
Montgomery County Ordinances	6-14
Courtroom Procedures	6-14
Summary Analysis of Field Operations	6-15
Recommendations & Agency Responses	6-15

TABLE OF CONTENTS (Continued)

	<u>Page</u>
CHAPTER 7 – OCCUPATIONAL SAFETY PROCEDURES	7-1
Recommendations & Agency Responses	7-4
CHAPTER 8 – LICENSING	8-1
Montgomery County Code, Chapter 5: Animal Control	8-1
Section 5-203. Public Nuisance and Other Violations	8-1
Section 5-401. Dog and cat licenses	8-1
Code of Maryland, Article 24, Title 11	8-1
11-501. License required; fees; dog tag.	8-1
Recommendations & Agency Responses	8-3
CHAPTER 9 – EMPLOYEE ATTITUDE SURVEY	9-1
ASD Opportunities for Improvement	9-1
ASD Strengths	9-1
MCHS Opportunities for Improvement	9-2
MCHS Strengths	9-3
Recommendations & Agency Responses	9-3
CHAPTER 10 – COMMUNITY/INTERAGENCY RELATIONS	10-1
ASD Description of Services	10-1
MCHS Description of Services	10-2
Citizen Issues	10-2
ASD Director Turnover	10-3
Injured Animals	10-4
Citizen Feedback Regarding ASD	10-4
Citizen Feedback Regarding MCHS.....	10-4
Recommendations & Agency Responses	10-5
LIST OF TABLES	
Table 1.1 Population Trends, Montgomery County, Maryland	1-1
Table 2.1 ASD Staffing	2-1
Table 2.2 ASD Budget	2-7
Table 3.1 MCHS Staffing	3-1
Table 3.2 MCHS Attrition	3-2
Table 3.3 MCHS Grant	3-6
Table 3.4 MCHS Contractual and Non-Contractual Services ..	3-7
Table 4.1 MCHS Dispatch Schedule	4-2
Table 4.2 Agency Field Service Responsibilities	4-2
Table 5.1 Animal Holding Areas	5-4
Table 5.2 Staffing Needs Formula	5-9
Table 6.1 ASD--Animal Control Officer Work Schedule	6-2
Table 6.2 MCHS Field Service Unit Work Schedule	6-2
Table 6.3 Service Priority Classifications	6-6

TABLE OF CONTENTS (Continued)

	<u>Page</u>
Table 7.1 ASD Occupational Injuries	7-1
Table 7.2 MCHS Occupational Injuries	7-1
Table 7.3 MCHS Vehicle Accidents	7-3
Table 8.1 License Data	8-3

LIST OF APPENDICES

Appendix A MCHS Response	A-1
Appendix B ASD Organization Chart and Position Descriptions .	B-1
Appendix C MCHS Financial Statements	C-1
Appendix D MCHS Organization Chart and Position Descriptions	D-1
Appendix E Communications Telephone Log	E-1
Appendix F On-Call Risk Policy	F-1
Appendix G Animal Handling Statistics	G-1
Appendix H Office Personnel Work Schedule–MCHS	H-1
Appendix I Kennel Work Schedule–MCHS	I-1
Appendix J Policy--Standards for Adoption–MCHS	J-1
Appendix K Adoption Rate Comparison	K-1
Appendix L ASD Activities	L-1
Appendix M Report Recommendations by Priority Status	M-1

THIS PAGE INTENTIONALLY LEFT BLANK

STUDY TEAM

This study was conducted by three animal control/humane professional consultants. The members of this team have extensive training and experience in the animal control and humane field.

ACKNOWLEDGMENTS

The NACA Study Team would like to thank the staff of the Animal Services Division (ASD) and the Montgomery County Humane Society (MCHS) for their cooperation and kindness. A special thanks to the Office of Inspector General for the information they provided the Study Team.

While NACA has recommended several changes for improving the structure and productivity of ASD and MCHS, Montgomery County government, community leaders and officials should recognize the importance of an Animal Control/Care program to the citizens and animals they serve.

It should be noted that these recommendations are advisory in nature and are based on the observations and fact-finding of the Study Team. The final determination regarding the implementation of this plan, or parts thereof, should be left to ASD, MCHS and the governing authorities.

COMPARATIVE USE OF DATA

ASD and MCHS were not able to provide the Study Team with all the data required to provide a detailed, comparative analysis. However, most of the data that was obtained was presented in a format universally used in the animal control/humane field.

The ASD and MCHS staff provided most of the data utilized in this study. Both staffs were very accessible to the Study Team and accommodated requests in a timely manner. After the initial written requests for information, all further needs were conveyed verbally and in writing to management. ASD and MCHS also provided some follow-up information after the receipt of the draft report.

The lack of budget information is a shortcoming that MCHS needs to address. Both the contractual and non-contractual portion of the MCHS operation functions without a line-item budget. This is the first time in any NACA evaluation that an agency (government or nonprofit) was found to conduct business in this manner. In addition, the lack of ASD tracking data, regarding service calls, made it impossible for the Study Team to determine specific needs within ASD Field Operations.

There is no evidence that the data obtained by the Study Team was edited or tampered with in any manner.

PURPOSE STATEMENT

The purpose of this evaluation is to review the programs and operating policies and procedures of ASD and MCHS and to report on the effectiveness of their program results, the efficiency of their operations, and the adequacy of their operating policies and procedures. The National Animal Control Association was asked to conduct the following study requirements:

- Overall management and governance of shelter operation and field services including their relationships.
- Shelter maintenance - both grounds and inside the building.
- Shelter design and layout with regard to human service areas and kennel areas.
- Shelter operations.
- Animal care and husbandry.
- Shelter adoption procedures.
- Shelter euthanasia regulations and procedures.
- Shelter volunteer program.
- Relations with community-based animal welfare groups.
- Shelter coordination with local veterinarians.
- Field services during normal business hours.
- Field services during non-business hours.
- Review of staff training.
- Review of staff conditions of work.
- Review of staff compensation practices.
- Review of budgets for animal control activities.
- Review of animal control and shelter record keeping.
- Review of contract between Montgomery County and Montgomery County Humane Society.
- Review of Montgomery County Humane Society regulations concerning Board of Directors composition and terms.

This needs assessment was managed in seven distinct phases:

- Data Collection.
- Interviews.
- On-site observations and fact-finding.
- Analysis of data.
- Comparative analysis.
- Alternatives and recommendations.
- Comprehensive written report.

During the on-site visit, the Study Team met with representatives of both organizations. These individuals were asked specific questions based on the information provided on-site and in advance of the team's arrival. ASD and MCHS staff members identified problems and unique circumstances affecting their agency, as well as distinguishing their goals and objectives, focusing on immediate needs and long-term goals. The Study Team also met with several representatives from local organizations and the community in an attempt to determine the levels of support available for the agency to meet the citizen's demands for service.

The National Animal Control Association utilized 38 pages of workplans during the course of this study, which consisted of 409 questions and/or data gathering requirements covering 28 specific program areas. These areas include:

- Preliminary Meeting
- Organization/Staffing
- Quality of Personnel
- Structure
- Facilities
- Work Schedules
- Communications
- Records Management
- Human Resource Management
- Mission of the Department
- Community Relations
- Department Budget
- Equipment
- Computer Support
- Training Programs
- Policies and Procedures
- Employee Morale & Productivity
- Vehicles
- Uniforms
- Enforcement Procedures
- Courtroom Procedures
- Educational Material/Programs
- Interagency Relations
- Euthanasia Methods/Procedures
- Adoption Methods/Procedures
- Impound Methods/Procedures
- Occupational Safety Procedures
- Licensing Program

These workplans incorporate standards from the following nationally-recognized humane animal organizations:

- American Humane Association
- Animal Protection Institute
- The Humane Society of the United States
- National Animal Control Association

Within some areas of the agency, standards have not yet been developed by any of the listed organizations. In these instances, NACA utilized "current industry trends" based on previous NACA evaluations and statistical data generated from other Animal Control/Care agencies located across the United States.

The final report includes 114 recommendations based on the Study Team's findings. These recommendations are also assigned a "priority" classification listed as follows:

- Rating #1 - An immediate need.
- Rating #2 - Should be implemented within 3-6 months.
- Rating #3 - Should be implemented within 6-12 months.

Once a decision is made on which recommendations to implement, the Montgomery County Police Department should require progress reports from ASD and MCHS. The ASD Director and MCHS Executive Director may want to require monthly progress reports from their staff. The Police Chief should require a follow-up review of the recommendations within six months.

Definitions and Acronyms

The following definitions and acronyms are used in this report:

Animal Control/Care - A term used by NACA to encompass any organization involved in animal protection and welfare, to include government animal control departments, humane societies, societies for the prevention of cruelty to animals, etc. When used in this report, “Animal Control/Care work” or “Animal Control work” describes the industry as a whole and practices commonly found in this profession.

Animal Control Officer - A term used to describe field officers of the Montgomery County Animal Services Division. These employees are also referred to as ASD Officers.

Animal Shelter - The Montgomery County animal sheltering facility. Both ASD and MCHS occupy space within this County-owned building; ASD offices reside on the lower-level, while MCHS operations are located within the upper-level areas.

ASD - Animal Services Division.

AVMA - American Veterinary Medical Association.

CALEA - Commission on Accreditation for Law Enforcement Agencies.

Field Service Unit Technician - A term used to describe field officers of the Montgomery County Humane Society. NACA classifies these employees as Humane Officers.

ICMA - International City/County Management Association.

MCGEO - Municipal and County Government Employees Organization.

MCHS - Montgomery County Humane Society.

MCPD - Montgomery County Police Department.

NACA - The National Animal Control Association.

SOP - Standard Operating Procedures.

EXECUTIVE SUMMARY

Quality of Personnel

The employees of ASD and MCHS are striving to provide an acceptable level of service to the citizens they serve. Insufficient staffing levels and facility deficiencies have affected productivity and performance. Complaints from citizens and increased demands for service have created some negative public perceptions of ASD and MCHS. Since some of these protests are reasonable, many citizens (and employees alike) are left wondering about the degree of commitment County government has for their program.

ASD Administration

This division provides advice to citizens over the phone; issues pet licenses and animal business licenses; responds to citizen complaints made by mail, phone, or in person; performs clerical functions for the Animal Matters Hearing Board (AMHB), including the receipt of filings; schedules hearings, drafts responses to citizen letters for the AMHB Chairman, and prepares orders; performs other administrative actions related to animal bites, rabies issues, and citizen complaints; and administers the contract with the Montgomery County Humane Society.

The review of ASD Administration indicates that:

- The vacant Office Automation Administrator I and Animal Control Officer positions should be filled without delay. These positions should be given ample publicity to attract qualified applicants.
- ASD should develop a long-range plan that hinges on future expansion and increased service delivery. Every member of the organization should be allowed to participate in the plan's development.
- ASD should review and revise its policy/procedure manual as soon as possible. Sample copies of forms and an explanation in their use should be included. This book should then be distributed to all personnel, and employees should be required to "sign off" upon receiving the manual. Policies and procedures should be offered in individual sections to facilitate quick reference and for easy updating. Implementation and revision dates should be prominently displayed. Employee safety issues should be addressed within each procedure.

MCHS Administration

The Montgomery County Humane Society is a nonprofit Maryland corporation, which operates under the guidance of a 17-member Board of Directors. The agency provides shelter and limited field services to Montgomery County. MCHS has over 5,000 members who contribute both labor and financial support.

MCHS was founded in 1958 and has had a continuing contract or grant with the Montgomery County government. The funds provided by the county government covers costs associated with sheltering and some field services.

The review of MCHS Administration indicates that:

- MCHS should develop a long-range plan that hinges on future expansion and increased service delivery. Every member of the organization should be allowed to participate in the plan's development. Staff members should be provided training in plan development.
- ASD should require that MCHS submit a 12-month budget listing, by account, to include anticipated costs for providing all of the services as required by the Grant Contract. Accompanying the budget should be a narrative describing costs by account, a worksheet listing all contract positions with pay ranges and the projected number of staff hours, and an outline of contracted staff benefits.
- Performance standards and incentives should be developed and incorporated into the MCHS Grant Contract. Bonus incentives should be awarded for the achievement of performance standards; penalties should be assessed for the failure to achieve performance standards.

Communications

Montgomery County's Animal Control Officers are dispatched via their own communication service, which is operated by MCHS. Both agencies strive to provide quantitative and qualitative dispatch services to the citizens within the coverage areas. The system and procedures for Animal Control/Care work place unique demands on them, which require a certain degree of knowledge and patience on the part of the telecommunication staff.

The communications unit was found to offer more services than most Animal Control/Care agencies (typically, this is the most deficient area of any Animal Control program). This is the first time in a NACA audit in which an agency was found to offer its own 24-hour communication services.

Although communication services exceeded NACA's expectations, the Study Team felt the agency could further improve by:

- ASD and MCHS should hire a professional communications consultant to evaluate its current communications center (including phone service). Such an assessment should be performed on all areas of operations (field and shelter) to provide improved customer service, insure officer safety and to lessen the stress load of the staff.

- ASD and MCHS should evaluate all communication equipment for functionality and provide upgrades, if necessary.
- ASD portable radios should be able to communicate with both the police department (for emergencies, such as dealing with a hostile citizen) and MCHS (as any needed information regarding the service call may be obtained without having to return to the vehicle).
- Portable radios should be purchased and issued to all MCHS field personnel and their use made mandatory. These radios should also be capable of communicating with the police department in the event of an emergency.

Shelter Operations

The shelter operation provides shelter and services to animals and birds which come into the County Animal Shelter. Animals are received on a 24-hour basis. These animals include stray, trapped, and unwanted animals, or injured wildlife. Under this program, domestic animals are returned to their owner, adopted or euthanized. Wildlife are sent to licensed rehabilitators or euthanized. The program also maintains the kennels; answers calls from the public (24/7 emergency phone service provided); administers the low-cost altering program; makes information available to the public about wildlife problems; provides traps to the public when rabies is suspected; and provides for the disposal of animal carcasses at the shelter.

Within this work area, the Study Team was provided an opportunity to observe the impoundment, adoption and redemption process, sanitation and disease control, animal feeding schedules, euthanasia and shelter safety procedures. As a direct result of these observations, the Study Team has offered several recommendations to include:

- ASD should explore the possibility of expanding and renovating its current animal sheltering facility within the near future.
- The kennels should be redesigned to offer a physical barrier between runs, such as solid block or metal partitions. Gutters located within the kennels should be covered to prevent cross contamination.
- The customer service area should be expanded, with counter stations installed to assist patrons with specific needs (i.e.: an adoption station, a redemption station, a lost and found station, etc.). Work stations should also be installed to increase the comfort of those visitors completing paperwork.
- Based on the *Humane Society of the United States'* kennel staffing formula, the agency should offer no less than 8 kennel workers for the purpose of cleaning and feeding. Other work responsibilities (such as assisting the public,

evaluating and vaccinating animals and recording impounded animals) will increase the agency's need for more kennel employees.

Field Operations

The importance of an Animal Control operation to a community is paramount. Whether measured by the number of Animal Control personnel involved, the portion of budget allocated to field services, or the reality that the Animal Control Officer has over 10 times more public contacts than a police officer, the field officer is the mainstay of Animal Control work. The way in which these individuals carry out their duties affects not only the quality of life for animals, but also the citizens' perception of the Animal Control/Care agency.

The ASD Field Services Program provides protection from communicable diseases (rabies, salmonella and psittacosis), physical injury from vicious or dangerous animals, and animal nuisance problems. Citizens are protected from the hazards posed by deer carcasses on County roads. Domestic animals are protected from physical injuries, disease and starvation by impoundment when at large, and by correcting or preventing inhumane conditions under which they may be kept.

The MCHS field program dispatches personnel to animal-related complaints and picks up stray and injured animals Countywide on a 24-hour basis, except in the incorporated jurisdictions of Rockville and Gaithersburg. This program removes dead animals the size of an opossum and larger from County roads and private property, responds to suspected rabid animal sightings, provides 24-hour emergency veterinary care for strays, and conducts on-site inspections of licensees.

The Study Team spent a total of 14 hours observing ASD Animal Control Officers and their working conditions. An additional 10 hours was spent with MCHS Field Service Unit Technicians. Through the observation of field personnel and their working conditions, an insight regarding staffing levels, shift scheduling and current beat structure was obtained. With this information, matched against current industry standards, NACA's recommendations include:

- ASD and MCHS should reevaluate its call prioritization program to assure timely response to important calls and a reasonable response to non-priority calls. Citizens should be informed of the approximate time for calls that are not critical.
- ASD should allocate enough field positions as to ensure the needs of citizens are met without undue delays. All calls should be answered before the end of each day. Based on the "calls for service" model, the agency should have a minimum of 10 officers on duty, for day-shift.
- Since ASD covers such a large geographical area, the agency should consider having multiple officers on-call each night, such as 2 officers each covering one-half of the county. Such a practice is common in larger coverage areas.

- ASD and MCHS field employees should be issued bite sticks to enhance officer safety. All personnel should be certified in the use of such equipment (including pepper spray).

Occupational Safety Procedures

An important aspect of any NACA evaluation is to review the occupational safety procedures of the agency. This analysis encompassed the field and kennel areas within ASD and MCHS.

The need for this review is to not only protect the employee from injury or harm, but to also shield the employer from issues and claims directly resulting from deficiencies within this area.

During the on-site process, the Study Team was provided occupational injury/illness statistics and general safety procedures, resulting in recommendations regarding employee safety issues. Some of these recommendations include:

- Eye wash stations should be installed in euthanasia, vaccination and chemical dispensing areas should accidental exposure to chemicals or drugs occur.
- ASD and MCHS field personnel that are susceptible to risky situations or possible physical confrontations with the public should be vaccinated for hepatitis.
- Any ASD and MCHS employee that has contact with animals should be offered the rabies prophylaxis and a tetanus vaccination (these preventative treatments should be made mandatory).
- The customer service area should be redesigned to isolate employees from possible assault situations. Panic buttons should also be located in an area easily accessible by MCHS employees in the event of an emergency.

Licensing

Montgomery County ordinance requires that all dogs and cats 4 months of age or older must have a current rabies vaccination and a County license. A review of county and state regulations and current licensing procedures has led the Study Team to offer the following recommendations for this work area:

- Audits should be routinely performed to insure the integrity of licensing data entry.

- ASD should explore the possibility of allowing local veterinarians to sell license tags. This procedure is fairly common throughout the United States and would enhance the current license program.
- Information regarding the actual number of licenses sold should be tracked annually and offered in a summarized format.

Employee Attitude Survey

The Study Team conducted several interviews with ASD and MCHS personnel. During the course of these discussions, employees identified areas of strength and weakness within their organization. All of these comments (made by personnel) appear within Chapter 9, *“Employee Attitude Survey.”* These remarks should not be perceived as “employee grumbling,” but rather as meaningful, constructive criticism which may pinpoint problems and develop solutions.

As a direct result of these interviews and a review of current ASD and MCHS incentive programs, the Study Team has made the following recommendations:

- ASD and MCHS should develop a system for routinely collecting relevant information on employee complaints and disciplinary actions.
- ASD and MCHS should introduce an employee idea program (with possible financial incentives) to encourage new and innovative concepts in improving service delivery.
- MCHS should develop a committee of line employees/managers to improve communication between both groups and stimulate the exchange of ideas.

Community/Interagency Relations

ASD attempts to promote itself as a positive influence within the community. Lack of staffing and resources limits proactive community involvement. The Montgomery County Police Department considers the promotion and marketing of all police divisions a priority and the improvement of media relations is an ongoing process. ASD currently participates, on a limited basis, in community speaking engagements. ASD attempts to accommodate all requests, however the problems with under-staffing makes it difficult to coordinate such events without placing additional burdens on other employees.

ASD offers a limited volunteer program, consisting of a licensing volunteer and the Animal Matters Hearing Board Coordinator. The agency promotes its services through its website, field officer contacts and the local media. The organization also distributes some information about ordinances and pet care (utilizing both ASD and MCHS materials).

MCHS attempts to promote itself as a positive influence within the community. Dedicated staffing and resources offers proactive community involvement. The agency believes that it has developed a positive relationship with the media, and that it has used this resource as a way to communicate needs and concerns to the general public.

MCHS offers public service announcements and distributes literature to the public on agency services (shelter and field) and programs (education). MCHS also participates in pet responsibility/bite prevention programs, community speaking engagements and school presentations. Participation is unlimited since MCHS currently offers a staff (paid and volunteer) dedicated to this area.

MCHS also offers a structured volunteer program and promotes adoptable animals and services through local media groups, literature, an Internet web site and a mobile adoption unit. Both the ASD and MCHS web sites are a valuable resource regarding ordinances, licensing, pet care, and shelter/field services.

After reviewing this area, the Study Team offers the following recommendations to include:

- ASD should identify someone within the organization to coordinate educational services and speaking engagements. Such services should be promoted heavily within the community and initiated by ASD.
- ASD needs to increase its role and visibility within the community. The agency must cultivate and improve media relations by providing information relating to the positive aspects of ASD. The agency should take a more aggressive approach to public relations and “sell” the agency to the community on a continuing basis to increase support among taxpayers and improve its level of funding.

Several issues relayed to the Study Team from citizens are also covered in this section of the report.

Legal Disclaimer

Since some of the information included in this study was obtained verbally from current employees, the National Animal Control Association and its consultants do not warrant or guarantee the accuracy of these statements or events described within this report. Verifiable data, in some instances, was not made available to the Study Team. Recollections of historical events, which are mentioned in this report, are provided by staff members. The Study Team has attempted to gather accurate data in determining the needs of ASD and MCHS, however, as with all humans, errors sometimes do occur.

Summary of Analysis

In the judgement of the Study Team, ASD and MCHS have a number of personnel who want to provide qualitative and quantitative Animal Control/Care services. However, the

analysis points to a number of needs within both agencies that negatively impact the delivery of Animal Control/Care service within Montgomery County.

Implementation

The ASD Director and MCHS Executive Director had an opportunity to provide a written response to the Office of Inspector General on this Study Report.

If ASD and MCHS want to implement state-of-the-art programs, a clear and consistent message from management is required. Both agencies should develop a long-range plan that hinges on future expansion and increased service delivery to the community.

Although ASD's management enjoys respect from employees, the staff needs to build respect and understanding from the community. In order to accomplish this objective, tremendous interaction will be required. The ASD staff should spend more time out of the office interacting with the public and the rank-and-file.

There are a variety of ways to accomplish the Animal Control/Care mission in any community. The Office of Inspector General has asked the Study Team to assess the operation and administration of ASD and MCHS. Because of concerns surfaced to County administrators by members of the community, the Study Team has developed observations and recommendations.

In any organization, it is unlikely that all personnel will be satisfied with working conditions. There will continue to be complaints of some nature.

ASD and MCHS should not interpret some remarks by employees as negative. This report lays out a "blueprint" for change. It builds on the success of the organizations and provides a direction for decision makers within each agency.

Once a decision is made on which recommendations to implement, the Montgomery County Police Department should require progress reports from ASD and MCHS. The ASD Director and MCHS Executive Director may want to require monthly progress reports from their staff. The Police Chief should require a follow-up review of the recommendations within six months.

It is important that ASD, MCHS and outside animal interests maintain an open channel of communication with each other. Every concern listed in this report can be resolved. However, a dedicated commitment must be made by both agencies to improve and promote ASD and MCHS and to justify the rationality of their existence: To protect people and animals.

Finding Number	Recommendation Summary	Priority Rating*	Page Number	Council Action Required	ASD Response	MCHS Response
ASD Administration						
2.01	Fill vacant positions without delay.	1	2-11	No	Concur	
2.02	Review and distribute revised job descriptions.	2	2-12	No	Concur	
2.03	Implement interview/selection committee.	3	2-12	No	Concur	
2.04	Give all employees e-mail access.	3	2-12	No	Concur	
2.05	Develop long-range plan.	2	2-12	No	Concur	
2.06	Develop goals and objectives.	2	2-12	No	Concur	
2.07	Review and revise policies & procedures manual.	1	2-13	No	Concur	
2.08	Locate additional office space.	3	2-13	No	Concur	
2.09	Develop and implement fund-raising program.	3	2-13	No	Do Not Concur	
2.10	Increase role in budget process; explore possibility of grants.	2	2-13	No	Do Not Concur	
2.11	Initiate formal promotion structure.	2	2-14	No	Concur	
2.12	Assess training needs.	3	2-14	No	Concur	
2.13	Identify training officer.	2	2-14	No	Concur	
2.14	Offer "Train the Trainer" training.	3	2-14	No	Concur In Part	
2.15	Introduce formal career development program.	3	2-15	No	Concur	
MCHS Administration						
3.01	Fill vacant positions without delay.	1	3-12	No		Concur
3.02	Review and distribute revised job descriptions.	2	3-13	No		Concur
3.03	Implement interview/selection committee.	3	3-13	No		Concur
3.04	Do criminal history check & drug testing on potential employees.	1	3-13	No		Concur
3.05	Develop long-range plan.	2	3-13	No		Concur
3.06	Develop goals and objectives.	2	3-14	No		Concur
3.07	Review and revise policies & procedures manual.	1	3-14	No		Concur
3.08	Locate additional office space.	3	3-14	No		Concur
3.09	Perform regular audits to insure data integrity.	3	3-14	No		Concur
3.10	Require MCHS to submit 12-month budget to ASD.	2	3-14	No	Concur	Concur
3.11	Review procedures regarding payments to MCHS.	2	3-15	No	Concur	Concur
3.12	Develop performance standards for MCHS contract.	2	3-15	No		Concur

Finding Number	Recommendation Summary	Priority Rating*	Page Number	Council Action Required	ASD Response	MCHS Response
3.13	Consider minimum base pay for MCHS employees.	2	3-15	No	Concur In Part	Concur In Part
3.14	Initiate formal promotion structure.	2	3-16	No		Concur
3.15	Offer an employee assistance program.	2	3-16	No		Concur
3.16	Assess training needs.	3	3-16	No		Concur
3.17	Identify training officer.	2	3-16	No		Concur
3.18	Offer "Train the Trainer" training.	3	3-17	No		Concur
3.19	Introduce formal career development program.	3	3-17	No		Concur
Communications						
4.01	Hire consultant to evaluate total communications needs.	3	4-6	No	Concur In Part	Concur
4.02	Evaluate communication equipment, provide necessary upgrades.	1	4-7	No	Concur In Part	Concur
4.03	Review "on-call" policy to ensure handling of after hour emergencies.	1	4-7	No	Concur In Part	N/A
4.04	Implement "on-call" risk policy for response to emergencies.	1	4-7	No	Concur	Concur
4.05	Provide monthly report detailing officer activities.	3	4-8	No	Concur	N/A
4.06	Move dispatch center to restricted area.	1	4-8	No	Concur	Concur
4.07	Portable radios should communicate with both MPD and MCHS.	1	4-8	No	Concur	N/A
4.08	Purchase portable radios and require their use.	1	4-8	No	Concur In Part	Concur
4.09	Install cell phones in all field service vehicles.	3	4-9	No	Do Not Concur	Concur
4.10	Train employees in proper radio protocols.	3	4-9	No	Concur In Part	Concur
4.11	Transfer dispatching to MPD.	3	4-9	No	Concur	Concur
Shelter Operations						
5.01	Explore possibility of expanding and renovating shelter.	3	5-19	No	Concur	Concur
5.02	Post emergency numbers on outside of building.	3	5-19	No	Concur	Concur
5.03	Evaluate parking lot lighting.	3	5-19	No	Concur	Concur
5.04	Increase number of parking spaces.	3	5-19	No	Concur	Concur
5.05	Eliminate clutter inside and outside of facility.	3	5-20	No	Concur	Concur
5.06	Repaint areas within shelter as required.	3	5-20	No	Concur	Concur
5.07	Repair and reseal animal shelter floor.	3	5-20	No	Concur	Concur
5.08	Redesign kennels to offer physical barriers between runs.	3	5-21	No	Concur	Concur
5.09	Identify and remove all hazards to visitors and employees.	1	5-21	No	Concur	Concur

Finding Number	Recommendation Summary	Priority Rating*	Page Number	Council Action Required	ASD Response	MCHS Response
5.10	Properly store all equipment and supplies.	3	5-21	No	Concur	Concur
5.11	Inventory all equipment and properly dispose of unneeded items.	3	5-21	No	Concur	Concur
5.12	Begin effective pest control program in MCHS work areas.	1	5-22	No	Concur	Concur
5.13	Expand and improve customer service area.	3	5-22	No	Concur	Concur
5.14	Provide VCR and educational tapes for customer service area.	3	5-22	No	Concur	Concur
5.15	Follow HSUS kennel staffing formula.	1	5-23	No		Concur
5.16	Continually track number of shelter visitors.	2	5-23	No	Concur	Concur
5.17	Explore costs for expanding shelter facility.	1	5-23	No	Concur	Concur
5.18	Isolate puppies from adult dog population.	1	5-23	No	Concur	Concur
5.19	Introduce "escalating" impoundment fee schedule.	1	5-24	Yes	Concur In Part	Concur
5.20	Allow MCHS to collect license fees.	1	5-24	No	Concur	Concur
5.21	Include mandatory purchase of license in adoption fees.	3	5-25	No	Concur In Part	Concur
5.22	Enhance adoption program.	1	5-25	No	Concur	Concur
5.23	Consider introducing low-cost spay/neuter clinic.	3	5-25	No		Do Not Concur
5.24	Secure controlled drugs.	1	5-26	No	Concur	Concur
5.25	Involve more employees in euthanasia process.	2	5-26	No		Concur
5.26	Move freezer from euthanasia room immediately.	1	5-26	No	Concur	Concur
5.27	Provide eye protection and protective aprons to employees.	1	5-26	No	Concur	
Field Operations						
6.01	Reevaluate call prioritization program.	1	6-15	No	Concur In Part	Concur
6.02	Allocate field positions to ensure citizen needs are met.	1	6-16	No	Concur In Part	Concur
6.03	ASD should regain some responsibilities outsourced to MCHS.	3	6-16	No	Do Not Concur	Concur
6.04	Properly supervise field personnel on all shifts.	2	6-17	No	Concur	N/A
6.05	Consider having multiple officers on-call each night.	1	6-17	No	Do Not Concur	N/A
6.06	Field supervisor should supervise line personnel.	3	6-17	No		Concur
6.07	Rotate personnel; gather and review workload statistics.	3	6-18	No	Concur In Part	N/A
6.08	Consider implementing military-style ranking system.	3	6-18	No	Do Not Concur	N/A
6.09	Offer specialized promotional positions.	2	6-18	No	Concur	N/A
6.10	Clean and disinfect animal compartments after unloading.	1	6-18	No	Concur In Part	Concur

Finding Number	Recommendation Summary	Priority Rating*	Page Number	Council Action Required	ASD Response	MCHS Response
6.11	Display phone numbers, etc. on outside of vehicles.	3	6-19	No	Concur In Part	Concur
6.12	Explore legalities of using red or blue lights on vehicles.	3	6-19	No	Concur In Part	Concur
6.13	Introduce policy regarding animal transport.	1	6-19	No	Concur	Concur
6.14	Solicit input from employees on equipment upgrades.	2	6-20	No	Concur	Concur
6.15	Train on use and issue "bite sticks" to field personnel.	1	6-20	No	Concur	Concur
6.16	Poll employees on use of bullet-proof vests.	2	6-20	No	Concur	Concur
6.17	Develop personnel grooming standards for employees.	3	6-21	No	Concur	Concur In Part
6.18	Allow use of chemical immobilization equipment.	3	6-21	No	Concur	N/A
Occupational Safety						
7.01	Develop continuing safety program.	1	7-4	No	Concur	Concur
7.02	Mandate use of safety equipment and clothing.	1	7-4	No	Do Not Concur	Concur
7.03	Install eye wash stations where necessary.	1	7-4	No	Concur	Concur
7.04	Locate material safety data sheets in appropriate areas.	1	7-5	No	Concur	Concur
7.05	Monitor and evaluate need for after-hour intake services.	1	7-5	No		Concur In Part
7.06	Issue occupational exposure advisory cards.	3	7-5	No	Do Not Concur	Concur
7.07	Certify employees in defensive driving.	2	7-6	No	Concur	Concur
7.08	Train employees in CPR and first aid.	2	7-6	No		Concur
7.09	Vaccinate field personnel for hepatitis.	3	7-6	No	Concur	Concur
7.10	Offer employees rabies and tetanus protection.	2	7-7	No	Concur In Part	Concur
7.11	Test decibel levels in kennel areas.	1	7-7	No	Concur	Concur
7.12	Redesign customer service area for employee safety.	1	7-7	No	Concur	Concur
7.13	Implement disaster evacuation plan.	3	7-8	No	Concur	Concur
Licensing						
8.01	Perform regular audits to insure data integrity.	3	8-3	No	Concur	
8.02	Explore possibility of allowing vets to sell licenses.	3	8-3	No	Concur	
8.03	Track license information annually and summarize.	3	8-3	No	Concur	

Finding Number	Recommendation Summary	Priority Rating*	Page Number	Council Action Required	ASD Response	MCHS Response
Employee Survey						
9.01	Document employee complaints and disciplinary actions.	3	9-3	No	Concur	Concur
9.02	Introduce employee incentives program.	3	9-4	No	Concur	Concur
9.03	Develop employee-management committee.	1	9-4	No		Concur
Community Relations						
10.01	Identify coordinator for educational services.	3	10-5	No	Concur	N/A
10.02	Increase role and visibility in community.	3	10-5	No	Concur	N/A
10.03	Establish an advisory board.	3	10-5	No	Concur	N/A
10.04	Police chief should not rotate ASD directors.	3	10-6	No	Concur In Part	N/A
10.05	Review policies regarding response to injured animals.	1	10-6	No	Concur In Part	Concur

* Rating #1: Immediate; Rating #2: 3-6 months; Rating #3: 6-12 months.

THIS PAGE INTENTIONALLY LEFT BLANK

Chapter 1

Service Delivery Area



CHAPTER 1

SERVICE DELIVERY AREA

This chapter includes a brief overview of Montgomery County and the Animal Services Division (ASD) organizational structure.

The Setting

For the purpose of this report, any reference to population is based on information supplied by Maryland-National Capital Park & Planning Commission.

Table 1.1 **Population Trends**
Montgomery County, Maryland

Year	Population
1990	757,000
1995	810,000
1998	841,000
2000	855,000*
2005	910,000*
2010	945,000*
2015	975,000*
*Projected	

Source: Maryland-National Capital Park & Planning Commission, Round 6.1

Service Delivery Areas

The increased growth in population has had a direct impact on the agency's service delivery. ASD is responsible for animal protection/rabies control within Montgomery County, enforcing animal-related ordinances in most local jurisdictions. The only exceptions:

- Chevy Chase Village and Poolesville - No enforcement of the ordinances pertaining to cats (Section 5-59).
- Gaithersburg and Rockville - ASD offers only enforcement related to the Rabies Control article (Sections 5-42 through 5-58).

Organizational Structure

ASD is a division of the Montgomery County Police Department (MCPD) and operates under the guidance of a merit-system Police Captain (the ASD Director). This employee has command responsibilities for the Animal Services Division, to include the

implementation of plans, scheduling assignments, evaluating work performed by ASD employees and ensuring the completion of assignments. The chart located in Appendix B, details current organizational structures. Positions within the organization's operation are funded entirely by taxpayers within Montgomery County.

Political Structure

Montgomery County is governed by the County Executive form of government. The County is composed of the Executive and Legislative branches. The Executive Branch implements and enforces Montgomery County's laws and provides executive direction to the government. Its chief executive officer is the County Executive, who is an elected official (4-year term). The County Executive appoints a Chief Administrative Officer who supervises all departments, offices and agencies of the Executive Branch.

The legislative power of Montgomery County is vested in the County Council. The Council is composed of 9 members, 5 of whom are elected from districts. Council members serve a 4-year term. The County Charter defines the Council's powers in 3 specific areas: legislation, land use and budget.

ASD History

The ASD Deputy Director offered the following information regarding the history of ASD, which was obtained from the agency's Internet website:

"Until the late 1970's, Animal Control functions in Montgomery County were handled by the Department of Environmental Protection. On December 31, 1979, the Department of Animal Control and Humane Treatment (DACHT) came into being. At that time, the Department had 17 full-time employees, including eight Animal Control Officers.

The Department was established to investigate complaints about animal cruelty and to protect the public from dangerous and nuisance animals. The Department also provided rabies control, and the licensing and inspection of animal-related business facilities such as pet shops and riding stables. The Department was also given the responsibility to provide safe, humane care for homeless or lost pets at the County animal shelter. The animal shelter had previously been operated by the Montgomery County Humane Society, Inc., under a contract with the County. The new Department continued to contract with the Humane Society for shelter operations.

Shortly after DACHT was established, the rabies epidemic in raccoons (that still exists in Montgomery County) began. The Department's responsibilities multiplied rapidly as health and Animal Control officials worked together to control the spread of rabies. As part of the County's rabies control efforts, rabies handling procedures were revised and updated, and both cats and dogs were required to have a current rabies vaccination and County license.

During the 1980's and 1990's, the Department's responsibilities continued to grow. Rabies control continued to be an important function. Calls for service from the public continued to climb as the County population topped the 800,000 mark.

In Fiscal Year 1996, County Executive Douglas Duncan proposed abolishing Animal Control as an independent Department, and moving its functions into a new Division of the Montgomery County Police Department. On February 22, 1996, the County Council approved this proposal, and the Police Department's Animal Services Division came into being.”

MCHS History

The Montgomery County Humane Society, Inc., was founded in 1958. Since that time, it has had a continuing contract or grant with the Montgomery County government. The funds provided by the county government covers costs associated with sheltering and some field services.

THIS PAGE INTENTIONALLY LEFT BLANK

Chapter 2

ASD Administration



CHAPTER 2

ASD ADMINISTRATION

General Description of Services

The ASD Administration provides advice to citizens over the phone; issues pet licenses and animal business licenses; responds to citizen complaints made by mail, phone, or in person; performs clerical functions for the Animal Matters Hearing Board (AMHB), including the receipt of filings; schedules hearings, drafts responses to citizen letters for the AMHB Chairman, and prepares orders; performs other administrative actions related to animal bites, rabies issues, and citizen complaints; and administers the contract with the Montgomery County Humane Society.

Organization & Staffing

The administrative offices for ASD are located at 14645 Rothgeb Drive in Rockville. ASD provides field services to Montgomery County, and rabies control enforcement for the cities of Rockville and Gaithersburg. The agency owns its own animal holding facility, however shelter services are contracted through the Montgomery County Humane Society, a nonprofit Maryland corporation.

The agency currently has authorized 13.3 workyears for fiscal year 1999-2000 (these numbers are based on data given to the Study Team). The chart in Appendix B details the current organizational structure, the various positions and the supervisor-to-line personnel ratio.

The organization complies with equal opportunity standards and currently has 14 total employees. The following table depicts current staffing levels, as of March 11, 2000:

Table 2.1 **ASD Staffing**

Area – Positions	Authorized	Current
ASD Director	1	1
Deputy Director (Program Manager 2)	1	1
Animal Control Officers	8	7
Office Automation Administrator I	1	0
Office Services Coordinator	1	1
Principal Administration Aide	2	2

Source: ASD

At the time of this study, two positions were vacant (the Office Automation Administrator I and an ASD Officer). Two additional volunteer positions are also offered in support of the division, which are not included in the chart data (Animal Matters Hearing Board Coordinator and a Licensing Assistant). Neither of these positions are funded by ASD.

The agency has an organizational chart, and individual positions are described. Work areas are specifically identified as divisions (such as administration, field and office). A few ASD employees are cross-trained to function in other work areas. While the Study Team recognizes that there are many organizational structures in the Animal Control profession, administrators often select a structure that best fits the department. The current structure is based upon nature of services. This seems to be the optimum organizational structure.



Montgomery County Animal Shelter

The current organizational structure defines management positions, and line personnel are also identified. Each work area does offer some level of supervision (although the Deputy Director oversees all field officers, this is not a position that dedicates the majority of its time in the field).

It is common for some employees to perform in multiple work areas all in the same day. Workers also fill-in for each other when vacancies/absences occur. Overtime is assigned, when necessary.

Work Schedules

Schedules vary from employee to employee, with most working a basic 8, 9 or 10-hour shift. The Study Team believes that work schedules should be left up to supervisors to ensure that staffing levels are maintained at an acceptable level.

Attrition

Detailed attrition data was not presented to the Study Team for review. However, the Study Team was advised that the last ASD hiring occurred over 2 years ago; most of the ASD Officers have been employed for over 5 years.

Recruitment and Selection

Vacancies in all ASD positions are posted as based on assigned responsibilities. Job requirements are assigned to each area. Vacancies are posted in-house and advertised outside the organization to attract qualified applicants.

Qualifications for the Deputy Director (Program Manager II) include 2 years of experience in a program/specialization area directly related to the assignment of the position; graduation from an accredited college or university with a Bachelor's degree; an equivalent combination of education and experience may be substituted.

The Office Services Coordinator position requires 4 years of administrative aide/office support experience; completion of high school; an equivalent combination of education and experience may be substituted.

Qualifications for the Office Automation Administrator I include 4 years of progressively responsible experience with office automation systems involving word processing and advanced functions in an office environment; completion of high school plus training in automated system operations and the application of the various software packages which operate on office automation systems; an equivalent combination of education and experience may be substituted.

Although the “performance planning and appraisal forms” for each of the other ASD positions were presented for review, this material did not offer any experience and/or training requirements.

Previous work history is verified and criminal background checks are performed on all ASD applicants. There are no special incentives to hire minorities or females. All applicants have the opportunity to review job descriptions prior to being interviewed.

Current County employees may be given preferential consideration for vacancies in other work areas or promotions, depending on qualifications.

Interview Process

ASD does not utilize a interview/selection committee. However, the ASD Director advised that such a committee will be implemented for future vacancies. The current hiring process was described as follows:

- Job posted.
- Candidate submits application.
- Personnel Department “rates” each applicant: well-qualified, qualified, satisfactory, or not qualified.
- Only applicants with well-qualified ratings are placed on the interview list.
- Interview list is then sent to the ASD Director for review.
- The ASD Director will hold a one-on-one interview with each applicant on the list. The Director may have other qualified ASD employees participate in the interview process.
- ASD Director notifies Personnel Department of choice candidate.

- Employment opportunity is then offered to candidate.
- If accepted, background check performed on candidate.
- If background check is successful, candidate is offered a physical examination.
- If physical examination is successful, employee is hired.

It is unknown if these employees have been provided any training in effective interviewing techniques which complies with the EEOC. Efforts are generally made to place the potential candidate at ease during the interviewing process. There are no written pre-employment tests to determine skills (unless the position involves typing, bookkeeping, etc.). The Study Team was advised that hiring standards and procedures are non-discriminatory and free from irrelevant bias.

Supervision

The ASD Director is accountable for a wide variety of administrative duties. This employee has command responsibilities for the Animal Services Division, to include the implementation of plans, scheduling assignments, evaluating work performed by ASD employees and ensuring the completion of assignments. Additional work responsibilities for this employee may be found in Appendix B. The current ASD Director has been the on-site manager since February 14, 2000. The normal work shift for the Director is 7:00 am to 3:00 pm, Monday through Friday.

The Deputy Director is responsible for managing the day to day operations and for first-line supervision. This worker's duties and responsibilities are described in Appendix B.

A Police Department Assistant Chief has been identified to serve as the "on-site" supervisor in the event of these worker's absences. Two Principal Administrative Aides also offer additional support to the division. These worker's primary duties and responsibilities may be found in Appendix B. *Note: The ASD Director is currently considering the introduction of a Field Supervisor position to further strengthen the chain of command.*

Staff Meetings/Communications

The ASD Director and the Deputy Director interact with employees on a daily basis. The entire ASD unit meets at least every 2 weeks. This increased interaction between administrative personnel and employees has elevated communication levels and augmented problem resolution.

Most employees feel comfortable in introducing new ideas or problems to management. The ASD Director has an "open door" policy, however employees are "discouraged" from deviating from the chain of command.

All ASD employees have access to the Internet. The ASD Director, Deputy Director and one Principal Administrative Aide also have access to an e-mail system. The ASD Director is currently pursuing the establishment of e-mail accounts for the ASD Officers.

Mission of the Department

The mission of the Animal Services Division is to respond to public requests for animal-related services and information, and provide for the shelter and disposition of stray, unwanted or wild animals.

To achieve this mission, ASD manages programs in the following categories:

- **Animal Regulation:** ASD issues animal licenses and breeder's permits; inspects and licenses commercial kennels, fanciers, riding stables and pet shops; and investigates animal cruelty, nuisance, and bite cases. ASD manages a rabies prevention program, which includes projects to encourage pet vaccinations (including free pet vaccination clinics), reduce the number of at-large dogs and cats, and control rabid wildlife. ASD also picks up dead deer from county roads (a contracted service).
- **Shelter Operations:** The Animal Shelter operates under contract, providing rescue, care, adoption, the return of lost pets to owners, and humane euthanasia of stray, unwanted or wild animals. Ongoing public education efforts encourage the proper care and handling of animals.
- **Animal Matters Hearing Board:** The Animal Matters Hearing Board is a volunteer administrative law board whose clerical functions are handled by the Department. The Board recommends rules and regulations regarding ASD activities and conducts public hearings to rule on nuisance and cruelty cases. The Board also hears cases appealing actions of the Director.

The Study Team was not presented any written plan for the future, nor have any short- or long-term program objectives been identified. However, the new ASD Director is currently identifying objectives and establishing plans for the future of the Division. The Montgomery County Police Department is also developing a "Police Facility Planning Study" which will include the Animal Shelter.

The ASD Director has received training in plan development.

Policies & Procedures

The Study Team was presented with the following material:



ASD Director's Office

- ASD Standard Operating Procedures Manual.
- ASD Rabies Manual.

The Study Team felt that the current Policy and Procedure Manual was incomplete and did not cover all areas of the operation. Copies/samples of forms are not included, along with an explanation in their use. The current SOP Manual is not separated by work area, nor is it organized in any particular fashion. In addition, several ASD policies or “memos” were found within the MCHS manuals, but were not included within the ASD manual. Since none of the ASD policies are dated, the Study Team found it impossible to determine if ASD policies included within the MCHS manuals were still valid.

The ASD Rabies Manual was very extensive and dealt entirely with rabies issues. Copies/samples of forms were included within this manual. Although Montgomery County does have safety policies currently in effect, employee safety issues are basically left unaddressed in both ASD manuals. The Study Team was advised that once the Office Automation Administrator I position is filled, this employee will be assigned the task of updating the SOP manuals and incorporating County safety policies into this material. In addition, safety issues specific to ASD will also be addressed during the revision process.

The ASD Director stated that the Animal Services staff participates in establishing policies that affect their work area. Most of the employees interviewed had a policy manual in their possession. It is unknown if employees are required to “sign-off” verifying that they had received such materials.

Facilities

ASD serves Montgomery County through one animal sheltering facility, which is located at 14645 Rothgeb Drive in Rockville. Both ASD and MCHS occupy space within this County-owned building; ASD offices reside on the lower-level, while MCHS operations are located within the upper-level areas. At current staffing levels, there is an inadequate amount of space available for workers (a very serious problem). The ASD Director, Deputy Director and some administrative personnel are offered a private office, while other ASD workers are provided shared work areas. The ASD Officers are provided an area in which to complete reports.

The ASD staff is currently working with Police Department planners to address space issues.

Records Management

All records are stored and maintained on hardcopy and/or the “Chameleon” software system. There are several computers and other office-related equipment (such as a copier and fax machine) on the premises. Incident reports, notices of complaints, affidavits, animal bite reports, witness statements and licensing applications are just some of the information logged on paper. Records are held for varying lengths

(depending on the type of record), then destroyed. A Principal Administration Aide is charged with record management.

Personnel files are kept in a locked file cabinet located in the Deputy Director's office, inaccessible by the public and non-authorized employees. The agency maintains an inventory on any fixed asset. Reports regarding activities are summarized monthly and at the end of the fiscal year. A policy entitled "Confidentiality of Files" is offered within the ASD Standard Operating Procedures Manual which details specific responsibilities involved with the distribution of records.

The Auditing Section of the Montgomery County Finance Department conducts financial audits. Integrity checks are performed on records by the Office of Professional Compliance to ensure conformity to MCPD and Commission on Accreditation for Law Enforcement Agencies (CALEA) standards. Errors in reports generated by MCHS staff members is a common complaint among ASD personnel.

ASD Budget

The agency's fiscal year begins on July 1st of each year and ends on June 30th. The following chart details FY 2000 approved budget sources and allocations:

Table 2.2 **ASD Budget**

Administration	\$380,310
Animal Field Services	\$260,690
Animal Impoundment & Disposal	\$678,700
Animal Services Code Enforcement	\$646,310
Total	\$1,966,010

Source: Office of Management & Budget

The MCHS grant for Fiscal Year 2000 was \$881,471 and is included in the above total.

All revenues collected are deposited into the County's general fund to offset program costs. Program surpluses or deficits are handled by the Police Department's Office of Management and Budget, which is responsible for any fund transfer. Revenue is generated primarily through license sales, service-related and shelter fees, and civil penalties. ASD is not self-supporting and has a non-existent donation base.

ASD competes with other departments in the budgeting process. Generally speaking, the agency does a good job of keeping enough data to justify budget increases.

Copies of monthly reports are provided to the ASD Director and other county officials. There has been no budget freeze within the past five years, however one ASD Officer position was eliminated in 1996 (this position was restored in FY 1999).

Expenditures and revenues are tracked internally by ASD and the county Finance Department. Summaries are completed detailing financial information, and ASD reviews all statements regarding monies collected by MCHS. There appear to be proper safeguards in place to prevent employee theft.



ASD Office Area

The FY 2000 per capita portion of Animal Services for Montgomery County is \$2.30; the International City/County Management Association (ICMA) recommends a per capita expenditure of \$3 to \$5.

Material Procurement

ASD purchases all commodities and services by way of the Montgomery County centralized Procurement Office. Requests must be directed through the ASD Director for approval, then on to the Procurement Office.

The agency keeps an inventory on any fixed asset. Employees are held accountable for materials issued or used during their shift of duty. Schedules for the repair and maintenance of vehicles are kept.

Computer Support

A County-networked computer system is offered to employees at ASD. Several different versions and types of software exist. The “Chameleon” software is used to track animal receiving and redemption, adoptions, licensing and field data. Impounded animals are logged upon entering the facility and once adopted, redeemed or euthanised.

Employees feel comfortable with the current system, and workers have been offered formal training in the use of the computers and software. Daily (automatic) backups are performed, and the agency has access to the Police Department’s Division of Technology should a crisis arise. The agency also offers an on-site Office Automation Administrator I, however this position was vacant at the time of this study. This worker’s duties and responsibilities may be found in Appendix B.

Human Resources

A labor union is available to represent ASD employees (Municipal and County Government Employees Organization). Grievances within the agency is a formal procedure which is initiated by verbal notification. The grievance then travels through the chain of command, all the way to the ASD Director (and beyond, if necessary).

The tolerance level for misconduct was stated to be “fair.” For the most part, disciplinary action is taken swiftly and the action is fitting with the infraction. Most employees feel comfortable in introducing new ideas or problems to management. The ASD Director has an “open door” policy, however employees are “discouraged” from deviating from the chain of command.



Deputy Director's Office

Performance Evaluations

ASD evaluations are conducted in a structured format. All employees are evaluated by their immediate supervisor. Those conducting the evaluations have been trained on the evaluation process.

Probationary employees are evaluated at 6 months, then after every year. Non-probationary workers are evaluated annually. Evaluations are also used in the promotional process and to determine future assignments. Daily observations of performance and written or verbal warnings also supports the evaluation process.

Promotions

ASD Officers advance from an ACO1 to an ACO 2 based on tenure and merit increases (not really a “promotional” opportunity; rather a “step” increase). Other promotional opportunities (such as the Deputy Director’s position) would be advertised in-house and outside the organization. For ASD Officers, there is virtually no opportunity for advancement. Thus, ASD has not yet experienced the need to utilize an interview/selection committee to review credentials and interview perspective promotional candidates.

The ASD Director is currently reviewing the possibility of creating specialized positions or a field supervisor position to increase the opportunity for staff advancement.

Employee Assistance Program

Montgomery County offers an Employee Assistance Program and special consideration is given to the ASD staff to lessen the excessive stress these employees are subjected to on a daily basis.

Job Descriptions

The Study Team was presented class specifications, performance planning and appraisal forms and a position description for all ASD positions, which detail specific duties. Position descriptions may be found in Appendix B.

The Study Team was advised that all job descriptions are examined every 2 years, or whenever “necessary.” It is imperative that all job descriptions be examined annually and that the material encompasses all work responsibilities in the organization.

Training

Training needs are identified through the evaluation process and the pattern of complaints. Supervisors will also observe employees engaged in activity to help gauge performance. The Deputy Director has been charged with tracking all employee training records. The agency’s training records were presented to the Study Team for review. It appears that most personnel have received the minimum levels of training required by NACA. Although none of the ASD Officers have attended NACA’s Animal Control Academy, all of these workers have attended the Law Enforcement Training Institute’s Cruelty Investigations School, which is comparable to NACA’s Academy.

Training is addressed in the budget process, however the Study Team was unable to determine the exact dollar amount allocated specifically for ASD (the agency’s training monies were included in the Police Department’s overall training budget).

New employees are offered a County orientation before beginning work. After hiring, personnel are trained “on the job,” usually being placed with designated training staff. The length of time varies among employees, depending on previous experience and work area.

Supervisors determine when an employee is to be released from the ASD training program. Newly appointed non-sworn police employees must serve a minimum probationary period of 6 months. ASD’s entry-level training program is structured in a formal manner and this training is documented.

“Refresher” courses are sometimes offered to employees (not routine), and some support of state and national animal control associations exists. Monies for professional memberships are included in the 1999-2000 budget. Training materials are also available to employees.

For most workers in ASD, it is sometimes considered difficult to attend classes due to the lack of coverage in work areas while employees are absent. State law does not require continuing education or recertification of employees, however workers are given the opportunity to attend outside seminars and conferences when training monies are made available.

None of the employees interviewed have received special training on how to educate new employees (such as “Train the Trainer”). In addition, the training staff is not compensated for this added responsibility. Individual employees are assessed to determine if they have the abilities to train other people. The ASD Director is responsible for making all training assignments.

Career Development

There is no formal career development program currently in existence within ASD. “Employee Training and Professional Development” and tuition assistance is offered through a County-wide program, however the Study Team was unable to determine the level of participation by agency employees.



ASD Officer Work Area

Employee Morale & Productivity

The Study Team observed the overall attitudes of the ASD staff to be positive in nature (several employees commented that ASD was like a “family,” but like all families, they occasionally have their differences). Most ASD employees seemed to be working as a team and there is general job satisfaction (some workers stated that the agency could become more thorough in its handling of investigations). The majority of ASD personnel are concerned about their future and want the agency to succeed.

ASD staff members are encouraged to pursue new ideas and are given proper credit for their efforts. Work achievements maybe rewarded with a cash bonus (up to \$500.00) or annual leave time (up to 40 hours), however it is unknown if ASD employees have received any of these awards. There are also financial incentives involved with the evaluation process that would encourage staff members to perform at an optimal level.

In general, ASD employees are working together. However, staffing deficiencies contribute to a backlog of work. The ASD staff also needs to promote themselves more in the community and generate some positive media attention.

Recommendations & Agency Responses

Recommendation 2.01 The vacant Office Automation Administrator I and Animal Control Officer positions should be filled without delay. These positions should be given ample publicity to attract qualified applicants. *Rating: 1*

ASD Response:

We concur and have implemented the recommendation. The Animal Control Officer position has been filled, and a candidate for the Office Automation Administrator position has been selected. A background check is currently being conducted on the individual.

Recommendation 2.02 The agency should review each position within ASD and distribute revised job descriptions, if necessary. Such material should be properly signed-off (upon approval) and dated. *Rating : 2*

ASD Response:

We concur and are currently implementing. The Office of Human Resources is currently reviewing the position classifications for Animal Control Officers. The position classification study for one of the Principal Administrative Aides was recently completed resulting in an upgrade to an Office Services Coordinator. The other Principal Administrative Aide job description is being changed to allow for additional duties not previously handled by the incumbent.

Recommendation 2.03 ASD should implement a interview/selection committee to assist with the hiring process. Potential employees should be tested to determine the level of skills that they may possess. *Rating: 3*

ASD Response:

We concur and will implement with the hiring of any additional staff.

Recommendation 2.04 All employees should have access to e-mail and the Internet (whether supervisory or not). *Rating: 3*

ASD Response:

We concur and intend to implement as soon as possible. All staff currently has access to the Internet and the Division's communications coordinator is currently working to get all staff e-mail. Staff must first take a mandatory training class prior to obtaining e-mail.

Recommendation 2.05 ASD should develop a long-range plan that hinges on future expansion and increased service delivery. Every member of the organization should be allowed to participate in the plan's development. *Rating: 2*

ASD Response:

We concur and will be implementing as soon as possible. The current Division Director has only been with the Division since February 2000. It was first necessary for the Director to familiarize himself with the ASD operations and issues before attempting to define long range goals or plans. Staff will be given the opportunity to participate in the development of any long-range plan.

Recommendation 2.06 ASD should develop its own goals and objectives. All employees should be provided a copy once developed. *Rating: 2*

ASD Response:

We concur and are currently redefining/developing the goals and objectives. This is done annually as part of CALEA requirements.

Recommendation 2.07 ASD should review and revise its policy/procedure manual as soon as possible. Sample copies of forms and an explanation in their use should be included. This book should then be distributed to all personnel, and employees should be required to “sign off” upon receiving the manual. Policies and procedures should be offered in individual sections to facilitate quick reference and for easy updating. Implementation and revision dates should be prominently displayed. Employee safety issues should be addressed within each procedure. *Rating: 1*

ASD Response:

We concur and will implement once the Office Automation Administrator I is hired. The current Standard Operating Procedures manual has been submitted to the Department's Office of Professional Standards and meets departmental and CALEA standards.

Recommendation 2.08 Additional office space should be located for managers/line personnel. *Rating: 3*

ASD Response:

We concur and are currently working with facility planners in the Police Department to address this issue. According to current CIP implementation goals a new or expanded facility is projected for 2003.

Recommendation 2.09 ASD should explore the establishment of an outside foundation or support organization. Areas should be identified to receive these extra funds (should not be directed into the general fund). *Rating: 3*

ASD Response:

We do not concur. We do not believe implementing this recommendation would be legal under the county's ethics laws. We will be exploring the possibility of alternative funding sources through the Police Foundation.

Recommendation 2.10 ASD needs to increase its role in the budget process and research the possibility of obtaining grant monies to fund special projects, such as facility upgrades. *Rating: 2*

ASD Response:

We do not concur. The Division Director prepares and submits the annual ASD budget request and participates in budgetary discussions/hearings as appropriate. We do not believe grant monies are available to upgrade county facilities. ASD will seek grant funding opportunities for special projects as appropriate.

Recommendation 2.11 A formal structure for promotions should be initiated. Potential candidates should be tested to determine the level of skills they may possess. ASD should also implement a interview/selection committee to assist in this process. *Rating: 2*

ASD Response:

We concur but cannot implement. The Division must comply with current county personnel regulations. Current regulations do not contain provisions to allow for within grade promotions. Two field supervisor positions have been requested in the FY02 budget, which would allow for promotional opportunities.

Recommendation 2.12 ASD should conduct a division-wide assessment to determine training needs. All current and future training needs, which would encompass all employees, should be included in the budget process. *Rating: 3*

ASD Response:

We concur and have implemented. The Deputy Director is responsible for determining ongoing training needs. The FY02 budget contains a request for training funds. The Division has also identified in-house subject matter experts that will be utilized to conduct in-house training.

Recommendation 2.13 ASD should identify someone within the organization as a Training Officer. This position would be responsible for tracking all training records and the development of a structured training program for all areas of the agency. Training deficiencies should be identified and addressed. *Rating: 2*

ASD Response:

We concur and will be implementing when the Office Automation Administrator I is hired.

Recommendation 2.14 ASD should offer special training (such as "Train the Trainer") to those who educate new employees and provide extra compensation for this added responsibility. *Rating: 3*

ASD Response:

We concur in part. We will explore “Train the Trainer” opportunities but providing staff extra compensation for assuming this responsibility is a labor/bargaining issue.

Recommendation 2.15 ASD should introduce a formal career development program for all employees. *Rating: 3*

ASD Response:

We concur. Career development tracks are available through the Office of Human Resources for those employees, who wish to take advantage of the training and development opportunities.

THIS PAGE INTENTIONALLY LEFT BLANK

Chapter 3

MCHS Administration



CHAPTER 3

MCHS ADMINISTRATION

Organization & Staffing

The administrative offices for the Montgomery County Humane Society (MCHS) are located at 14645 Rothgeb Drive in Rockville. The agency provides shelter and limited field services to Montgomery County (the agency also offers shelter services to the cities of Rockville and Gaithersburg, however MCHS field service is not offered in these areas). The agency occupies the upper level of the County's animal holding facility. The Montgomery County Humane Society is a nonprofit Maryland corporation, which operates under the guidance of a 17-member Board of Directors. The Study Team was advised that no paid MCHS staff member currently serves on this Board. MCHS has over 5,000 members who contribute both labor and financial support.

The agency currently has authorized 33 full-time positions and 22 part-time positions for fiscal year 1999-2000 (these numbers are based on data given to the Study Team). The MCHS staff is separated into 2 categories: Grant Contract workers (positions funded by taxpayers) and MCHS paid staff (positions funded by MCHS). The following chart reflects current staffing levels:

Table 3.1 **MCHS Staffing**

Grant Contract Funded Positions	MCHS Funded Positions
Executive Director (FT-1)	Office Manager (FT-1)
Shelter Manager (FT-1)	Administrative Aide (FT-1)
Accounting Manager (FT-1)	Pet Request/Office (PT-2)
Adoption Placement Counselor (FT-1) (PT-1)	Lost & Found/Office (PT-1)
Office Clerk (FT-6) (PT-3)	Foster Coordinator (PT-2)
Dispatchers (FT-3) (PT-1)	Fundraising Director (PT-1)
Field Supervisor/Technician (FT-1)	Humane Educator/Public Relations Director (FT-1)
Field Service Unit (FT-5)	Volunteer Coordinator (PT-1)
Kennel Supervisor (FT-1)	Community Outreach Coordinator (PT-1)
Animal Technicians (FT-4)	Home Adoption Interviewers (FT-2)
Animal Attendants (FT-4) (PT-6)	Home Adoption Interviewers (PT-3)

Source: MCHS

The organization complies with equal opportunity standards and currently has 53 total employees. At the time of this study, two Animal Attendant positions were vacant.

The MCHS Executive Director is responsible for the day-to-day operations of the Humane Society. This worker's primary duties and responsibilities may be found in Appendix D.

The agency has an organizational chart (Appendix D). Individual work areas are specifically identified. Several MCHS employees are cross-trained to function in other work areas.

The current MCHS organizational structure defines management positions, and line personnel are also identified. Each work area does offer some level of supervision. The Shelter Manager is placed in charge during the Executive Director's absence.

It is common for some employees to perform in multiple work areas all in the same day. Workers also fill-in for each other when vacancies/absences occur. Overtime is assigned, when necessary.

Work Schedules

Schedules vary from employee to employee. The Study Team believes that work schedules should be left up to supervisors to ensure that staffing levels are maintained at an acceptable level.

Attrition

Detailed attrition percentages are indicated in the following chart:

Table 3.2 MCHS Attrition

Indicator	1995	1996	1997	1998	1999
Contract	41%	27%	35%	51%	43%
MCHS	24%	32%	27%	26%	27%
Combined	38%	28%	33%	45%	39%

Source: MCHS

No other attrition information was presented for review.

Recruitment and Selection

Within MCHS, vacancies in all positions are posted as based on assigned responsibilities. Job requirements are assigned to each area. Vacancies are posted in-house and advertised outside the organization to attract qualified applicants.

Although job descriptions for all contractual positions were presented for review, none of this information offered any experience, educational and/or training requirements. The Study Team was advised that because of the agency's high turnover rate and low base pay, MCHS draws from a relatively "low" talent pool. The selection criteria for MCHS employment includes:

- Preference given to applicants with prior animal experience.
- Good references from their employers.
- Kindness and compassion for animals and humans.
- A willingness to learn.
- Dependable.
- Responsible.



Executive Director's Office

Previous work history is verified and criminal background checks are performed on all contract position applicants. There are no special incentives to hire minorities or females. All applicants have the opportunity to review job descriptions prior to being interviewed.

Current MCHS employees may be given preferential consideration for vacancies in other work areas or promotions, depending on qualifications.

Interview Process

MCHS does not utilize a interview/selection committee. For contract positions, the Shelter Manager and the area supervisor conduct the interview. For MCHS funded positions, the Executive Director conducts the interview. MCHS management has not been provided any training in effective interviewing techniques which complies with the EEOC.

Efforts are generally made to place the potential candidate at ease during the interviewing process. There are no written pre-employment tests to determine skills, however each applicant is asked a series of questions based on the position requirements (“checklist for interviews”). The Study Team was advised that hiring standards and procedures are non-discriminatory and free from irrelevant bias.

Supervision

The Executive Director is responsible for the day-to-day operations of MCHS. The Shelter Manager serves as the acting Director during periods of absence or as assigned. This worker’s primary duties and responsibilities may be found in Appendix D.

Other area managers have been identified to serve as the “on-site” supervisor in the event of these worker’s absence.

The agency has also identified other employees (such as the Animal Technicians) as “leads” to further strengthen the chain of command.

Staff Meetings/Communications

The Executive Director, Shelter Manager and area supervisors interact with employees on a daily basis. The management staff meets at least once per month; the entire MCHS unit also meets at least every month.

Some of the employees interviewed felt comfortable in introducing new ideas or problems to management. The Executive Director has an “open door” policy, and employees are allowed to deviate from the chain of command if the matter involves their direct supervisor.



Shelter Manager's Office

The practice of holding periodic meetings has contributed to an improving level of communication among line personnel. A few MCHS employees have access to e-mail and the Internet.

Mission of the Department

The mission of the Montgomery County Humane Society is to “perform humane education, provide shelter, prevent pain and cruelty, and to place all animals in appropriate environments, with a goal of zero euthanasia.” Within the MCHS Employee Handbook, the following “Philosophy and Goals” may be found:

Philosophy

- To shelter, protect and relieve the suffering of all animals needing our help.

Goals

- Continue to build an organization that is respected for its work as a nationally-recognized animal welfare leader.
- Provide a desirable and challenging work environment for employees.
- Focus on excellence. Be a leader and not a follower.

The Study Team was not presented any written plan for the future, nor have any short- or long-term program objectives been identified. The Study Team was advised that since MCHS operates under a short-term contract, it is difficult for the agency to develop any long-term plans. MCHS typically operates under a 1- or 3-year contract, which is renewable for each 1-year term.

No one currently on the MCHS staff has received training in plan development.

Policies & Procedures

The Study Team was presented with the following material:

- MCHS Standard Operating Procedures Manual.
- MCHS General Operating Procedures Manual.
- MCHS Training & Procedures Manual.
- MCHS Policy on Euthanasia Manual.
- MCHS Rabies Manual.

While the current Policy and Procedure Manuals appeared to cover all areas of the operation, the majority of this material was offered in a format not typically found in Animal Control/Care work. In most instances, “memorandums” are used to describe policy changes. Since this information is filed by work area and date, quick references to most policies is difficult, as workers need to review each individual memorandum “subject” to locate the applicable data. In addition, some memorandums did not offer specific details regarding the policy that had changed (for example, some memorandums described portions of a policy that had been amended, but did not list the entire policy in its revised form). Thus, an employee would be required to have some knowledge of the previous policy to gain any insight as to what particular changes had been made.

The current MCHS SOP’s are separated by work area. Several copies/samples of forms are included, along with an explanation in their use. Some employee safety issues are addressed in the MCHS manual.

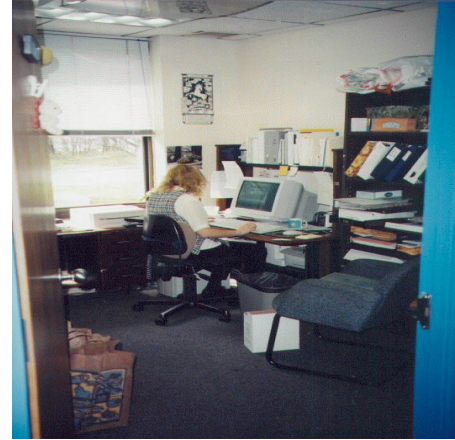
The MCHS Director stated that managers and senior workers participate in establishing policies that affect their work area (current policy books were reviewed 2 years ago). Several of the employees interviewed did not have all of the policy manuals in their possession (the Study Team was told that not every employee receives a copy of the “memo” notebooks; instead, each work area offers this information). Employees are required to “sign-off” verifying that they had received such materials.

Facilities

All personnel are located at the Montgomery County Animal Shelter. At current staffing levels, there is an inadequate amount of space available for workers (a very serious problem). A few managers and some administrative personnel are offered a private office, while other workers are provided shared work areas.

Records Management

All records are stored and maintained on hardcopy and/or the "Chameleon" software system. There are several computers and other office-related equipment (such as a copier and fax machine) on the premises. Animal Information Logs (AIL), lost and found reports, adoption applications, pet requests and field forms are just some of the types of information logged on paper. Records involving the contracted portion of operations are held for 3 years, then archived by Montgomery County. The MCHS Executive Director or an ASD Principal Administrative Aide is in charge of records management.



Accounting Manager's Office

Personnel files are kept within the Shelter Manager's office, inaccessible by the public and non-authorized employees. Reports regarding activities are summarized monthly and at the end of the fiscal year. A policy entitled "Confidentiality of Files" is offered within the ASD Standard Operating Procedures Manual which details responsibilities involved with the distribution of specific MCHS records.

It is unknown if any audits or integrity checks are performed on MCHS records to insure the accuracy of information.

MCHS Budget

The agency's fiscal year begins on July 1st of each year and ends on June 30th. A "Statement of Financial Position" appears in Appendix C. The following chart details contractual compensation for the contract term beginning July 1, 1999 through June 30, 2000:

Table 3.3 MCHS Grant

Salaries and Wages	\$665,669
Operating Expenses	\$195,802
Capital Outlay	\$ 20,000
Total	\$881,471

Source: Grant Contract #9472040003-AA, Amendment #1

Deficits for the agency are equalized at the end of the fiscal year by supplementing shortages with "operating transfers" from the MCHS General Fund. Revenue to fund the contracted portion of MCHS operations is through Montgomery County taxpayers. Although MCHS is required to submit to the County a line-item budget proposal for funding for each fiscal year, the Humane Society (both contractual and non-contractual portions of its operation) functions without a line-item budget. This is the first time in any NACA

evaluation that an agency (government or nonprofit) was found to conduct business in this manner. The lack of a budget and long-range planning is a shortcoming that needs to be corrected. *Note: MCHS management has stated that the agency does not develop an annual budget because MCHS has not been allowed to submit a budget to the County in approximately 12 years. While the Study Team could not confirm this statement, the development of an annual budget is a responsibility that MCHS can no longer overlook. Budgets are typically developed for an agency's internal planning and control, regardless if the information is a contractual requirement. The By-Laws of the Montgomery County Humane Society, Inc., also reflect the importance of annual budgeting; the functions of the MCHS Financial Management Committee include a review of annual budgets prior to submission by the Treasurer, perform a quarterly review of the execution of the annual budget, and provide guidance in relation to long-term financial planning. After the on-site visit, the Study Team was advised that the budget requirement will be corrected for the next budget year.*

In 1998, the agency claimed that it utilized its own funds (in the amount of \$436,209) to subsidize the Grant Contract. These monies were used for wildlife rescue and rehabilitation, foster care, veterinary care for strays and adoptions with preexisting conditions, humane education, an educational newsletter, adoption interviews, post house-checks, and other MCHS staff members (although MCHS provides additional services, some of these services are not covered by the contract and are provided at the Humane Society's discretion). The following chart details both contractual and non-contractual services:

Table 3.4 MCHS Contractual and Non-Contractual Services

Contractual	Non-Contractual
Shelter Open to the Public 6x Per Week	Wildlife Rescue
24-Hour Receiving, Phone/Field Service	Foster Care Program
Bite Reports	Veterinary Care
Care/Maintenance of Animals	Humane Education/Public Relations
Veterinary Care	Educational Newsletter
Redemption Program	Adoption Interviews
Adoption Program	Pet Request List
Humane Euthanasia	Pet Owner Information Review
Dead Animal Disposal and Pickup	Community Outreach Program
Release of Native Wildlife	Grief Seminars
Field Services (rescue, trapped, strays)	Training Advice
Live Trap Program	Spay/Neuter Subsidies
	Visiting Veterinary Program
	Low Cost Spay/Neuter Program

Source: MCHS

While the Study Team commends MCHS for its approach to “placing animals first,” the agency would find it difficult to ask for future increases, considering the lack of a line-item budget (what qualifies an expense to be debited from the contractual or non-contractual portion of the MCHS budget?). In addition, some of the enhanced services offered from the non-contractual side of operations are required for the agency to fulfill its mission.



Customer Service Counter

The Study Team would recommend that MCHS develop a line-item budget for all areas of its operation; every line item should be supported with a brief description, detailing specific expenses and a yearly budgeted amount. Any contractual expense should also offer supporting documentation.

The agency is self-supporting and has an extensive donation base (cash and in-kind donations). Although MCHS is not a part of County government, the agency does compete with other County departments for tax dollars. Generally speaking, the agency does a good job of keeping enough statistical data to justify budget increases. MCHS is required to collect and remit to the County fees for impoundment and board of all animals returned to their owners. Field service fees are also collected and remitted where the animal has been transported to the animal shelter by either the MCHS or ASD.

Montgomery County also requires that MCHS submit biweekly invoices to the County, for salaries and wages, in a format approved by the County, for operating expenses. The Study Team felt that this was a very unusual procedure. In previous NACA audits, government funds were transferred automatically to the contracting agency at the beginning of each month (the total contracted amount, divided by 12 months). Expense receipts were then forwarded to government at the end of each month (surpluses “rolled over” to the next month; expenses in excess of the monthly amount were supplemented by the contracting agency). The current procedure does not ensure that MCHS will receive an equal amount of government funding for the entire year. *In theory, MCHS could expend all contracted funds prior to the end of the fiscal year. Should the agency face a financial crises, there would be no guarantee that the agency could continue to offer contracted services.*

The MCHS Accounting Manager advised that Montgomery County is occasionally late with its reimbursements. In addition, the County does not perform its own annual audit; instead, it relies on the MCHS independent financial audit.

The Study Team had an opportunity to review the Grant Contract which defines specific terms and services for both ASD and MCHS. The Study Team felt that the contract was well-written and easy to interpret. However, both agencies might consider adding performance incentives to the current contract, in addition to requiring a minimum base of pay for MCHS contractual employees. *The majority of complaints expressed by MCHS workers dealt with their level of pay. The low base pay offered by MCHS contributes to the agency's high turnover rate, and also increases the taxpayer's frustrations in dealing with inexperienced MCHS workers or insufficient staffing levels (the frequent turnover also raises the level of stress for current MCHS employees).*

Other issues regarding specific contractual responsibilities may be found in other areas of this report.

Copies of monthly reports are provided to the Executive Director and other MCHS and county officials. There has been no budget or hiring freeze within the past five years. Typically, contractual increases are in the same percentage range offered to other county departments.

Expenditures and revenues are tracked internally by the Accounting Manager. This worker's specific job responsibilities appear in Appendix D. Summaries are completed detailing financial information, and monies collected by MCHS are deposited daily. A copy of the FY99 audited financial statements is found in Appendix C.

Material Procurement

MCHS is responsible for obtaining quotes, determining commodity pricing and securing commodities. Requests must be directed through the Executive Director or the Shelter Manager.

The agency keeps an inventory on any fixed assets. Schedules for the repair and maintenance of vehicles are currently in use.

Computer Support

All areas within MCHS are computerized. A Montgomery County-networked computer system is offered to employees at MCHS. The Accounting Manager's computer is networked with 2 other MCHS systems and is not a part of the County network. Montgomery County is responsible for purchasing computers related to contracted services.

Several different versions and types of software exist. The "Chameleon" software is used to track animal receiving and redemption, adoptions, licensing and field data. Impounded animals are logged upon entering the facility and once adopted, redeemed or euthanised. MCHS and ASD share both computer and paper records.

Employees feel comfortable with the current system, and workers have been offered formal training in the use of the computers and software. Daily (automatic) backups are performed (the Accounting Manager's system is backed-up once per week), and the agency has access to the Police Department's Division of Technology should a crisis arise.

Human Resources

There are no labor unions available to represent MCHS employees. Only discharges may be appealed. This appeal is a formal procedure which is initiated by written notification. The appeal then travels through the chain of command, all the way to the Executive Director and the Appeals Committee of the Board of Directors.



Customer Seating Area

The tolerance level for misconduct was stated to be “low” (however, several employees suggested favoritism sometimes occurs). For the most part, disciplinary action is taken swiftly and the action is fitting with the infraction.

Some of the employees interviewed felt comfortable in introducing new ideas or problems to management. The Executive Director has an “open door” policy, and employees are allowed to deviate from the chain of command if the matter involves their direct supervisor.

Performance Evaluations

Evaluations are conducted in a structured format (“accomplishment review”). All employees are evaluated by their immediate supervisor. Those conducting the evaluations have been trained (in-house) on the evaluation process.

Probationary employees are evaluated after 90 days, then after every year. Non-probationary workers are evaluated annually. Evaluations are also used in the promotional process and to determine future assignments. Daily observations of performance and written or verbal warnings also support the evaluation process.

Promotions

Promotional opportunities are advertised in-house and outside the organization (MCHS primarily considers current employees for promotional opportunities). Candidates are required to participate in an application process. The Executive Director, Shelter Manager and/or the area supervisor reviews credentials and interviews perspective candidates. Qualifications and skills have been the primary factors in granting promotions.

Written knowledge tests (“standard general knowledge tests”) are used in the promotional process, however these tests are offered only prior to the end of the employee’s probationary period. A physical evaluation is not required for promotional applicants, however MCHS contracted employees must successfully complete a criminal background check.

Employee Assistance Program

MCHS does not offer an Employee Assistance Program nor is special consideration given to the MCHS staff to lessen the excessive stress these employees are subjected to on a daily basis.

Job Descriptions

The Study Team reviewed job descriptions for all positions within MCHS. This material details a worker’s responsibilities to their employer and their assignments.

Most of the descriptions reviewed were offered in a format not typically used in the Animal Control/Care field. In addition, the majority of descriptions were not dated nor organized in any particular fashion. Job descriptions may be found in Appendix D.

It is imperative that all job descriptions be examined annually and that the material encompasses all work responsibilities in the organization.

Training

Training needs are identified through the evaluation process and the pattern of complaints. Supervisors will also observe employees engaged in activity to help gauge performance. The Shelter Manager has been identified to track all training records. Since training records were not presented to the Study Team, this area was not reviewed.

Training is not addressed in the budget process. Since the agency does not offer a line item budget, outside training is allowed only when monies “become available.” The Grant Contract requires that, “No staff member may perform euthanasia without training in proper use and technique and certification by a licensed veterinarian. The Society will maintain in the personnel file of each MCHS staff member who performs euthanasia, evidence of this training and veterinary certification.” There are no other training mandates that affect this organization.

New employees are offered an orientation before beginning work. After hiring, personnel are trained “on the job,” usually being placed with long-term employees. The length of training varies among employees, depending on previous experience and work area. Area managers determine when an employee is to be released from the training program. Several MCHS employees are also trained to function in multiple areas of the operation.

Depending on the work area, “refresher” courses are sometimes offered to employees. Visiting veterinarians discuss treatment techniques with the kennel staff weekly. The ASD Director is currently developing a plan which would allow MCHS staff members to attend County Employee Training and Professional Training classes on a space-available basis.

Some support of state and national humane associations exists. Money for professional memberships are offered annually. Training materials are also available to employees.

For most workers in MCHS, it is sometimes considered difficult to attend classes due to the lack of coverage in work areas while employees are absent. State law does not require the continuing education or recertification of employees, however workers are given the opportunity to attend outside seminars and conferences when training monies are made available (the majority of MCHS workers interviewed had never attended an outside training function). At the time of this study, the Kennel Supervisor was attending a week-long cruelty investigation school, funded with her own money. Other MCHS employees stated that they had also subsidized outside training “out of their own pocket.”

None of the employees interviewed have received special training on how to educate new employees (such as “Train the Trainer”). The training staff is compensated for this added responsibility. When employees achieve a “seasoned” level, it is assumed that they already possess the abilities to train other people.

Career Development

There is no formal career development program currently in existence within MCHS.

Employee Morale & Productivity

The Study Team observed the overall attitudes of the staff to be positive in nature, however (for whatever reasons) the majority of employees interviewed kept their comments “limited” during interviews. Most employees seemed to be working as a team and there is general job satisfaction. The majority of personnel are concerned about their future and want MCHS to succeed.

Staff members are encouraged to pursue new ideas and are given proper credit for their efforts. Work achievements are rewarded with a quarterly employee award, pizza parties and a “pat on the back.” MCHS employees are also rewarded for their longevity. There are also financial incentives (when monies are available) involved with the evaluation process that would encourage staff members to perform at an optimal level.

Recommendations & Agency Responses

Recommendation 3.01 The vacant positions within MCHS should be filled without delay. These positions should be given ample publicity to attract qualified applicants.
Rating: 1

MCHS Response:

We concur. Advertisements are run in local newspaper immediately when there is a position vacant. We do not advertise in the Washington Post because we have found that people will not travel the distance from other jurisdictions for the starting salary of \$7.25. In FY2000 \$10,525 was spent on Help Wanted ads. Low salaries attract little interest.

Recommendation 3.02 The agency should review each position within MCHS and distribute revised job descriptions, if necessary. Such material should be properly signed-off (upon approval) and dated. *Rating : 2*

MCHS Response:

We concur. This will be implemented within three months.

Recommendation 3.03 MCHS should implement a interview/selection committee to assist with the hiring process. Potential employees should be tested to determine the level of skills that they may possess. *Rating: 3*

MCHS Response:

We concur but with so few applicants, many without any experience, we do not have the luxury of testing for skills. We are usually in the position of needing immediate hires and after checking references, we train on the job. Our needs are unique and we find it difficult to find applicants with animal, computer and public relation skills, especially at \$7.25 an hour.

Recommendation 3.04 Potential candidates for *any* MCHS position should be checked for prior criminal history. Drug testing should be a prerequisite upon hiring. *Rating: 1*

MCHS Response:

We concur. Montgomery County police conduct background checks on new hires. Drug testing is not currently funded under the contract but we would be grateful for the opportunity to test new hires.

Recommendation 3.05 MCHS should develop a long-range plan that hinges on future expansion and increased service delivery. Every member of the organization should be allowed to participate in the plan's development. Staff members should be provided training in plan development. *Rating: 2*

MCHS Response:

We concur. The MCHS has goals and objectives that are regularly reviewed by its Board in evaluating the various programs and services it will provide to the community relative to the care and treatment of animals. Consistent with the corporate charter for MCHS, the programs are designed to educate the public as to the proper care and treatment of animals, arrange for placement for those who have been abandoned in hopes of reducing the potential for their destruction.

Recommendation 3.06 MCHS should develop its own goals and objectives. All employees should be provided a copy once developed. *Rating: 2*

MCHS Response:

We concur and will explore the feasibility of implementing this recommendation.

Recommendation 3.07 MCHS should review and revise its policy/procedure manuals as soon as possible. These manuals should be merged to within one book to allow employees to become familiar with all areas of the operation. This book should then be distributed to all personnel, and employees should be required to “sign off” upon receiving the manual. Policies/procedures should be offered in individual sections to facilitate quick reference and for easy updating. Implementation and revision dates should be prominently displayed. Employee safety issues should be addressed within each procedure. *Rating: 1*

MCHS Response:

We concur and will revise the policy/procedure manual within three months.

Recommendation 3.08 Additional office space should be located for managers/line personnel. *Rating: 3*

MCHS Response:

We concur. This recommendation is dependent on Montgomery County funding and space allocation.

Recommendation 3.09 Audits should be performed on a regular basis to insure the integrity of data entry. *Rating: 3*

MCHS Response:

We concur. Audits have been conducted for the past 25 years at MCHS expense.

Recommendation 3.10 ASD should require that MCHS submit a 12-month budget listing, by account, to include anticipated costs for providing all of the services as required

by the Grant Contract. Accompanying the budget should be a narrative describing costs by account, a worksheet listing all contract positions with pay ranges and the projected number of staff hours, and an outline of contracted staff benefits. *Rating: 2*

ASD Response:

We concur. We now require MCHS submit a line item budget during the budget process.

MCHS Response:

We concur. MCHS has been denied the right to submit budgets for the last twelve years. FY2002 budget was submitted 9-25-00.

Recommendation 3.11 ASD should review its current procedures regarding contract payment. The Study Team would recommend that MCHS be reimbursed in equal monthly payments for the base period of the Grant Contract. Any incentives or penalties incurred should be added or subtracted from the monthly base pay amount. *Rating: 2*

ASD Response:

We concur. ASD is working with the Office of Procurement to implement this change.

MCHS Response:

We concur. MCHS is often without timely funds for vendor payment and must use invested donated funds to cover these costs. There is a loss of interest when the Society funds are temporarily used to cover contract costs.

Recommendation 3.12 Performance standards and incentives should be developed and incorporated into the MCHS Grant Contract. Bonus incentives should be awarded for the achievement of performance standards; penalties should be assessed for the failure to achieve performance standards. *Rating: 2*

MCHS Response:

We concur. Bonus incentives would provide an opportunity to obtain funds to cover shortfall from contract funds.

Recommendation 3.13 ASD should consider requiring a minimum base pay for MCHS Grant Contract positions. Such a provision would improve MCHS's turnover rate within these areas. *Another option would be for ASD to require a minimum number of work hours for Grant Contract positions. These contract work hours would then be reviewed quarterly. Any shortfalls of the minimum required contract hours would result in MCHS performance penalties. The purpose of this clause would be to create an incentive on the part of MCHS to increase the Contract worker's base pay and to keep these positions filled. Rating: 2*

ASD Response:

We concur in part. We concur with increasing starting salaries, but this is a budgetary issue. This will require increased funding to the MCHS contract to comply with this recommendation.

MCHS Response:

We concur in part. Montgomery County must provide funds to provide a minimum base salary. We do not concur that ASD should require a minimum number of work hours with penalties for shortfalls. Until Montgomery County provides higher wages, MCHS cannot increase workers' salaries or keep positions filled. Current starting salary is \$7.25 an hour. MCHS conducted a survey in September 2000 of area shelters and of those responding, MCHS has the lowest starting salaries.

Recommendation 3.14 A formal structure for promotions should be initiated. Potential candidates should be tested *before* being promoted to determine the level of skills they may possess. MCHS should also implement a interview/selection committee to assist in this process. *Rating: 2*

MCHS Response:

We concur, but have neither funds nor positions for promotions.

Recommendation 3.15 MCHS staff members should be offered an Employee's Assistance Program and made aware of the benefits such a program provides. *Rating: 2*

MCHS Response:

We concur and will explore the feasibility of implementing this recommendation.

Recommendation 3.16 MCHS should conduct a department-wide assessment to determine training needs. All current and future training needs, which would encompass all employees, should be included in the budget process. *Rating: 3*

MCHS Response:

We concur and have requested funds for training of 4 of our staff (one from each department and one supervisor) in the FY2002.

Recommendation 3.17 MCHS should identify someone within the organization as a Training Officer. This position would be responsible for tracking all training records and the development of a structured training program for all areas of the agency. Training deficiencies should be identified and addressed. *Rating: 2*

MCHS Response:

We concur. The supervisor from each department either trains or assigns a senior staff member to train. The Shelter Manager tracks training records.

Recommendation 3.18 MCHS should offer special training (such as “Train the Trainer”) to those who educate new employees. *Rating: 3*

MCHS Response:

We concur and have requested funding in the FY2002 budget.

Recommendation 3.19 The agency should introduce a career development program for all MCHS employees. *Rating: 3*

MCHS Response:

We concur with the concept but due to our low salaries and limited administrative positions, do feel that implementation is not feasible.

THIS PAGE INTENTIONALLY LEFT BLANK

Chapter 4

Communication



CHAPTER 4

COMMUNICATIONS

An Animal Control/Care department's communications system is an integral part of the agency's operations, not an auxiliary function. The effectiveness of the communications system is a critical factor in the delivery of Animal Control services. All components of a communications system, including the telephone system, command and control operations, radio communications, and personnel, must work properly if the system as a whole is to function efficiently.

A communications system, including the personnel and equipment, must be as dependable as possible. The system must provide continuous, 24-hour-a-day operation. Communications failures or inefficiency jeopardize Animal Control effectiveness and public safety by depriving the community of prompt service. Any interruption in communications, no matter how brief, might be the moment that an emergency arises.

Dependability should be built into a communications system by; 1) purchasing the most rugged and dependable equipment available; 2) instituting an adequate preventive maintenance program; 3) maintaining sufficient standby equipment; and 4) carefully selecting, training, and supervising communications personnel.

The day when communications meant answering a telephone and dispatching an officer are long gone. Today, Animal Control communications has emerged as a very sophisticated duty, requiring intensive training and career-oriented personnel.

Montgomery County's Animal Control Officers are dispatched via their own communication service, which is operated by MCHS. Both agencies strive to provide quantitative and qualitative dispatch services to the citizens within the coverage areas. The system and procedures for Animal Control/Care work place unique demands on them, which require a certain degree of knowledge and patience on the part of the telecommunication staff. The MCHS Field Supervisor oversees the communications area. A log of communications workload for Fiscal Years 1996 through 1998 appears in Appendix E.

Telecommunications System

At the time of this study, five employees have been assigned to the dispatcher position. Other workers offer dispatch relief whenever required. Telecommunications is done within the main office area. The system is staffed at all hours during normal operations, however the employees charged with dispatch at the time may have other responsibilities. The dispatch schedule is as follows:

Table 4.1

**Montgomery County Humane Society
Dispatch Schedule**

Worker	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
#1	off	off	7:00-3:30	7:00-3:30	7:00-3:30	3:00-11:00	3:00-11:00
#2	3:00-11:00	3:00-11:00	3:00-11:00	3:00-11:00	3:00-11:00	3:00-11:00	off
#3	7:00-3:00	7:00-3:00	off	off	off	7:00-3:00	7:00-3:00
#4	11:00-7:00	11:00-7:00	11:00-7:00	11:00-7:00	off	off	11:00-7:00
#5	Off	off	off	off	11:00-7:00	11:00-7:00	off

Source: MCHS

After-hour emergencies are also dispatched via MCHS. Since the agency offers 24-hour dispatching service, priority calls are handled with limited delays (*this is the first time in a NACA audit in which an agency was found to offer its own 24-hour communication services*). The field officer work schedule for both ASD and MCHS may be found in Chapter 6, “Field Operations.”

Since ASD does not offer 24-hour field services, some routine calls are allowed to “hold-over” until the next scheduled service day (or later). Each agency is responsible for responding to certain types of after-hour calls, which are detailed as follows:

Table 4.2

Agency Field Service Responsibilities

ASD	MCHS
Police assist.	Stray, confined animals.
Conditions check.	Sick/injured animals.
Aggressive animals.	Dead animals.
	Trapped animals and requests for trap removal.

Source: ASD & MCHS

Once contacted by the dispatcher, the on-call ASD Officer determines the status of the after-hours call and whether or not a response is required. Although current policies detail specific “actions” required by on-call personnel, officers are not required to respond to any call within a given amount of time. An MCHS worker is also assigned on-call duty during those times when MCHS field operations is left unstaffed. *Note: The Study Team received several complaints from citizens about ASD’s responsiveness, or lack thereof, after-hours. An understaffed ASD field unit contributes to the response time issue. ASD is currently considering that MCHS assume responsibility for all after-hour calls to improve response times.*

The agency currently uses the Chameleon software for dispatching. Written logs also support this process. A dispatcher described the complaint processing procedure as follows:

- Incoming complaint received by MCHS office personnel; workers gather the necessary information, then determine which agency is responsible for handling the complaint.
- Complaint placed into computer.
- Complaint is dispatched to officer in the field.
- Officer completes call. Complaint disposition is logged in the computer system.
- Upon the officer's return to the shelter, this worker enters any pertinent information into the complaint record and completes any necessary narratives.

Complaint numbers are assigned to all service calls. In addition, the Chameleon software logs field officer dispatch, arrival and departure dates and times for all service calls (written logs also support this process). The Chameleon system is capable of tracking enough information for ASD to make important decisions relative to staffing, response times and workload. This information includes types of service calls, citations, animal bites and shift activity.

Although the computer software captures "queuing" time (queuing time is that period of elapsed time between initial receipt of a call and dispatch of the call to a field officer) and travel time (the time from dispatch to the time of arrival), only a random sampling of this data (March 2000) was offered to the Study Team for review. Although the Study Team was provided statistics on individual officer workloads, this information did not separate calls for service per shift or per district.

As these details are not available, calculating the exact response time of ASD Officers for service delivery is not possible. The lack of this information is viewed as a shortcoming that needs to be corrected. *Note: The Study Team was advised that once the Office Automation Administrator I position is filled, this employee will be assigned the task of analyzing service-related activities.*

MCHS policy requires that all telephone calls must be tracked; an automated system supports this process. Personnel are required to gather details on the type of complaint, complainant information (if offered) and description and number of animals involved. This information is then entered into the computer and relayed to field personnel by radio. Additional telephone inquiries include requests for services which are unrelated to field operations.

The presence of a computer-aided software greatly enhances enforcement activities. Prior offenses can be checked via a database (this is not a routine procedure; it is usually performed at the officer's request), and addresses can be "flagged" for problem citizens. However, whenever ASD officers issue citations in the field, they have no idea as to the violator's criminal disposition since the agency does not have access to a criminal records database (access varies from state to state; it is fairly common in some areas of the United States for Animal Control/Care agencies to have access to a criminal records database, usually when



MCHS Dispatch Area

affiliated with a Police Department; such a database serves as a valuable tool in researching prior criminal convictions and outstanding warrants). ASD does have the ability to obtain vehicle owner information, for official investigations, from Police Communications.

Incoming complaints originate through MCHS or directly through dispatch. There are 3 phone lines dedicated to the public, in addition to an "emergency" line (answered by the dispatcher). Routine incoming complaints are answered by office personnel from Monday through Saturday, 10:00 am to 5:00 pm. If the call is determined to be an emergency, then the call is immediately transferred to dispatch. After-hours, a message directs callers to use the emergency phone number. The "emergency" line is monitored by dispatchers 24 hours a day, 7 days a week.

Radio communications is located within the main building (MCHS office area), which affords little privacy. The Study Team observed other employees frequently interrupting the dispatchers, resulting in excessive background noise and loss of concentration. It is felt that this area needs to be more protected from outside personnel, thus promoting a quieter working environment.

Although ASD has identified 6 coverage districts (an additional officer is a "floater"), ASD dispatches officers to calls anywhere in Montgomery County. It is fairly common for dispatch to send field personnel from one area to another when the call qualifies as a high priority or there is a shortage of manpower on any given shift. Staff members are provided maps (which detail exact street locations) to assist in determining jurisdictional responsibilities.

All ASD Field Service Delivery Vehicles (FSDV) are equipped with 2 mobile radios (one device communicates with MCHS dispatch, the other with county police). ASD Officers are also assigned a portable radio (the county police mobile unit is actually a base for the handheld unit). Since ASD Officers do not carry sidearms, the portable radio is the only "safety net" the officer can rely on to call for help when confronted by a hostile citizen or a vicious animal (injuries and assaults involving Animal Control workers continue to

increase, prompting many employees to file lawsuits against employers for failure to properly train or equip). The ASD handheld units may only communicate with the county police, not MCHS dispatch (thus, officers must return to their vehicles to communicate with MCHS).

The Study Team would recommend that the ASD portable radio be able to communicate with both the police department (for emergencies, such as dealing with a hostile citizen) and MCHS (as any needed information regarding the service call may be obtained without having to return to the vehicle).

Within MCHS field services, all FSDV's are offered mobile radios, however field service unit technicians are not assigned a portable radio. A proposal is now under consideration to offer MCHS field workers this equipment.

The equipment reviewed by the Study Team (for both agencies) was antiquated and offered limited use and reliability. The age of the current radio system is relatively unknown; one MCHS unit was dated 1969.

There is one channel predominately used for car-to-car traffic. During increased periods of activity, there is a high volume of radio traffic, and it is not uncommon to wait for traffic to clear in order to communicate with dispatch (or for a response from dispatch). ASD officers are not assigned a cell phone. The MCHS Field Supervisor was recently offered a cell phone (some MCHS field technicians also use their own personal cell phones). On-call workers from both agencies are provided a pager.

ASD Officers and MCHS Field Service Unit Technicians offer the use of codes and "dispositions" to communicate with dispatchers and with each other. Field personnel are required to check-in with dispatch upon going into service, and to check-out when leaving service.

As with most telecommunication systems, there are some "dead spots" which prevent officers from communicating with dispatchers. These "dead spots" are caused by equipment limitations or the topography of the land and the inability of radio signals to reach the tower. Most ASD and MCHS officers felt that the current communication system is not reliable and will not protect personnel in the event of dangerous and/or life-threatening situations (there were also complaints regarding the failure of portable radios in the field). ASD plans to upgrade its radio system within the very near future, at which time it will be included in Montgomery County's 800 megahertz system.

Officers are checked in the field for safety (at 1-hour intervals while at the scene); this responsibility relies entirely on the individual dispatcher to track all officers in the field.

Telephone Communications

The Study Team discovered that most of the MCHS telephone system is functioning at peak performance. Phones are answered by office personnel, dispatchers or other

employees during normal operating hours. After-hours, emergency calls are answered directly by the dispatcher. Within MCHS, office personnel monitor 3 phone lines entering the facility dedicated for public use. Depending on staffing levels, there is a minimum of 2-4 workers available to monitor these lines and route calls to the appropriate area. Any employee who answers the phone is responsible for screening calls and providing information about services the organization does not provide. The majority of phone calls received are in regards to licensing, animal complaints, payments, animal information and lost and found reports.

Within ASD, office personnel monitor 2 phone lines dedicated for public use; another 2 phone lines are directed to the licensing manager; and 1 phone line is directed to the ASD Officer's work area.

Although the quantity of phone calls are tracked, the data presented to the Study Team was described as "under-reported" (this information appears in Appendix E). Any employee who answers the phone is responsible for screening calls and transferring callers to the appropriate area.

Since MCHS service begins at 10:00 am, incoming calls originate at that time and continue until 5:00 pm (Monday through Saturday). On Sundays and after-hours, callers must utilize the "emergency" line for incoming complaints.

Telephones are answered during all hours of operation. After-hours, citizens must contact either agency via the "emergency" line. Such calls are then passed along to on-call personnel, if necessary. Although both agencies offer a call-out schedule, there is no on-call risk policy currently in existence. An on-call risk policy is commonly used to protect government from liability involved with the deployment of on-call personnel. NACA's sample policy appears in Appendix F.

Recommendations & Agency Responses

Recommendation 4.01 ASD and MCHS should hire a professional communications consultant to evaluate its current communications center (including phone service). Such an assessment should be performed on all areas of operations (field and shelter) to provide improved customer service, insure officer safety and to lessen the stress load of the staff. *Rating: 3*

ASD Response:

We concur in part. A consultant will not be hired. Some modifications and upgrades are in the process such as the new 800 MHz radio system and developing and implementing a "phone tree" to route calls to appropriate staff, sections or pre-recorded messages.

MCHS Response:

We concur. Cost of communication consultation to be borne by Montgomery County.

Recommendation 4.02 ASD and MCHS should evaluate all communication equipment for functionality and provide upgrades, if necessary. *Rating: 1*

ASD Response:

We concur in part. ASD vehicles are currently being outfitted with updated police radio equipment. The general government radios will be checked at the same time to ensure they are functioning properly. MCHS radios will be scheduled thereafter to determine their functionality. However, MCHS vehicles will not be outfitted with police radios. All vehicles will be equipped with new radios when the County converts to the new 800MHz system.

MCHS Response:

We concur. Equipment belongs to Montgomery County.

Recommendation 4.03 The ASD “on-call” policy should be reviewed to ensure that all after-hour emergencies are handled in a timely manner. On-call personnel should be required to respond to any call-out within a given amount of time. *Rating: 1*

ASD Response:

We concur in part. The “on-call” policy is reviewed regularly to ensure timely response to after hour calls. The current Division S.O.P. will be reviewed to require on call responses within a specific time period.

MCHS Response:

NA

Recommendation 4.04 ASD and MCHS should implement an “on-call” risk policy for those employees that respond to emergency calls. *Rating: 1*

ASD Response:

We concur. This recommendation will be implemented as part of the restructuring of the SOP's when the Office Automation Administrator I position is filled.

MCHS Response:

We concur. We will begin to prepare an “on call” risk policy within three months.

Recommendation 4.05 ASD should generate monthly reports that provide a more detailed breakdown of ASD Officer-related activities (such as calls by district and by shift). *Rating: 3*

ASD Response:

We concur. ASD was generating the recommended reports when the Office Automation Administrator I position was filled. The reports were suspended when the position became vacant but will resume once the position is filled.

MCHS Response:

NA

Recommendation 4.06 The MCHS dispatch center should be moved into a restricted area of the building, away from the main office. *Rating: 1*

ASD Response:

We concur but space limitations within the current facility preclude us from making this highly appropriate change.

MCHS Response:

We concur. Space constraints will have to be evaluated by ASD.

Recommendation 4.07 ASD portable radios should be able to communicate with both the police department (for emergencies, such as dealing with a hostile citizen) and MCHS (as any needed information regarding the service call may be obtained without having to return to the vehicle). *Rating: 1*

ASD Response:

We concur and will implement with the installation of the new 800MHz system. Until the implementation ASD field staff will continue to use their general frequency portable and their police portable.

MCHS Response:

NA

Recommendation 4.08 Portable radios should be purchased and issued to all MCHS field personnel and their use made mandatory. These radios should also be capable of communicating with the police department in the event of an emergency. *Rating: 1*

ASD Response:

We concur in part and will explore the issue with the county's radio shop. The recommendation is budget related and also hinges on the installation of the new 800MHz system. We do not believe direct access to the police radio channels is necessary given the nature of the services provided by MCHS.

MCHS Response:

We concur. Funds to purchase portable radios for MCHS field personnel were requested in the FY2002 budget.

Recommendation 4.09 ASD and MCHS should purchase and install cell phones in all Field Service Delivery Vehicles. *Rating: 3*

ASD Response:

We do not concur. The new 800MHz system will have separate "talk groups" for field personnel.

MCHS Response:

We concur. Funds were not requested in the FY2002 budget but Montgomery County should fund money for cell phones, as operating equipment.

Recommendation 4.10 MCHS communication personnel should be offered formal training in the use of communication software and equipment, telephone etiquette and public relations. ASD and MCHS officers should also receive training in proper radio protocols. *Rating: 3*

ASD Response:

We concur in part. County training opportunities are available to MCHS personnel provided classes have not been filled with county personnel. Admittedly this has been a problem in the past.

MCHS Response:

We concur. Funds for training was requested in the FY2002 budget.

Recommendation 4.11 For future planning, ASD should consider the transfer of all dispatching responsibilities to the Montgomery County Police Department. *Rating: 3*

ASD Response:

We concur and are exploring the possibility of the police Emergency Communications Center (ECC) assuming this responsibility.

MCHS Response:

We concur. The dispatch position is too critical a position to be paid held by inexperienced personnel. Appropriate skills cannot be found for this position, which may be the most difficult job in the entire agency, for a starting salary of \$7.25 an hour.

Training for the dispatch position often takes months. This not only ties up the trainer who cannot perform their own jobs, but presents many opportunities for mistakes that may be life or death decisions.

Chapter 5

Shelter Operations



CHAPTER 5

SHELTER OPERATIONS

General Description of Services

The shelter operation provides shelter and services to animals and birds which come into the County Animal Shelter. Animals are received on a 24-hour basis. These animals include stray, trapped, and unwanted animals, or injured wildlife. Under this program, domestic animals are returned to their owner, adopted or euthanized. Wildlife are sent to licensed rehabilitators or euthanized. The program also maintains the kennels; answers calls from the public (24/7 emergency phone service provided); administers the low-cost altering program; makes information available to the public about wildlife problems; provides traps to the public when rabies is suspected; and provides for the disposal of animal carcasses at the shelter. A summary of shelter workload indicators for Fiscal Years 1994 through 1999 is found in Appendix G.

Facilities

ASD serves Montgomery County through one animal sheltering facility, which is located at 14645 Rothgeb Drive in Rockville. Both ASD and MCHS occupy space within this County-owned building; ASD offices reside on the lower-level, while MCHS operations are located within the upper-level areas. Montgomery County contracts through the MCHS to provide sheltering services. These services are described within the Grant Contract as follows:

“The Society will manage and operate the Animal Shelter at the direction of the County. The Society will provide courteous and responsive service to the public at the shelter, by telephone and in the field. The Society will provide proper care and disposition for all animals while they are in the custody of the County. The Society must maintain all legal and reasonable standards for the care and treatment of animals and services to the public. The Society must maintain a written policy detailing standards which meets standards recommended by the American Humane Association and which have been approved by the County. Once approved, the Society will be committed to maintain these standards.”

The location of the sheltering facility is fairly easy to access by the general public (although some complaints were received regarding the site's location, the Study Team experienced no difficulties in finding the facility). There are identifying signs posted along adjoining streets to help direct the public.

The Study Team was told that the current facility was constructed in 1975. Several modifications and improvements have been made to the building since the time it was constructed. Total floor area of the main building was stated to be 16,200 square feet. Since the facility is government-owned, Montgomery County is responsible for all interior and exterior maintenance.

The grounds in front of the building are neatly maintained and free of debris (some clutter exists within the receiving yard). The exterior of the building is also well maintained. Within the animal holding/kennel sections and service areas, some clutter was visible. Unacceptable sound levels were not evident in the animal holding sections at the time of this study (however, several employees stated that excessive noise levels did occur within the kennel areas during those occasions when the facility was at 100% capacity).



Sign on Building

Signs are offered inside the building, directing the public through the facility. Exit signs were also observed to inform or protect visitors. A permanent sign is located on the front of the building. Hours of operation are also posted, however emergency phone numbers are not offered. The main entrance allows the public easy access. Within the animal holding sections, the public may view dogs and cats from inside these areas. The kennel areas can accommodate wheelchairs. The facility offers limited access to disabled persons.

All animals are housed within the building. Security fencing is provided around several sections of the facility to protect the surrounding area. The receiving yard provides a secure place for the unloading of animals. Officers unload impounded animals in this area.

Outside lighting is inadequate to provide protection for employees reporting to or leaving duty in the dark. Parking for the public is available within the public access area; there appears to be a very limited number of spaces available. A separate area offers fleet vehicle parking.

It should be noted that facility planners within the Police Department have initiated an engineering study which will identify several issues regarding building deficiencies. It is unknown to the Study Team which specific areas will be reviewed.

Space Allocations

Specific spacial needs are addressed in other areas of this report. Despite current building deficiencies, workers are attempting to maintain sanitary conditions and to offer a positive environment for animals.

For the fiscal year 1998-99, the facility had impounded 9,649 animals. During peak periods of the year, the facility generally operates at 100% capacity.

Office Areas

The facility is open to the public six days a week during the following hours:

- Business Hours: 10:00 am to 7:00 pm, Monday through Friday; 10:00 am to 5:00 pm, on Saturday; closed on Sunday.
- Claiming Hours: 10:00 am to 7:00 pm, Monday through Friday; 10:00 am to 5:00 pm, on Saturday; closed on Sunday.
- Viewing/Adoption: 1:00 pm to 7:00 pm, Monday through Friday; 12:00 pm to 5:00 pm, on Saturday; closed on Sunday.
- ASD Licensing: 8:30 am to 5:00 pm, Monday through Friday; closed on weekends.
- Emergencies: Facility is open 24-hours a day.

Stray and injured animals may be delivered to the facility while a dispatcher is on duty, since these workers monitor the front entrance via a video camera. There is one public entrance at the front of the building; other entrances are primarily used for staff access. Visitors must first enter the customer service area before gaining access to the animal holding sections. The appearance of the customer service areas is bright and well illuminated.

The customer service area is overseen by an Office Supervisor who is responsible for “overseeing the office staff and providing supervision in the evenings and on Saturday.”

Within this work area, office personnel perform a variety of clerical, counter and phone duties in support to the MCHS. Current work schedules for these workers may be found in Appendix H.

A counter separates the public from employees, however there is no physical barrier (such as a door) to prohibit visitor access into the office area. During normal business hours, the public is allowed unrestricted access to certain shelter areas.

The customer service area offers an inadequate amount of space and does not accommodate a smooth, incoming traffic pattern (this is a very serious problem). Limited seating is available for the public, and no “work stations” are available in which visitors may complete paperwork (currently, patrons are offered a clipboard). During high traffic periods, the customer service area can become very congested, with people and animals, depending upon the number of shelter visitors at any given moment. A queuing management system assists in serving customers in an orderly fashion, however the Study Team observed patrons (on several occasions) waiting in line for information, leaving line to visit the animal holding areas, then returning to the customer service area only to wait again in line. Several shelter customers voiced concerns regarding the wait times and the

congested lobby area. The Study Team recommends that the customer service area be expanded, with counter stations installed to assist patrons with specific needs (i.e.: an adoption station, a redemption station, a lost and found station, etc.). Work stations should also be installed to increase the comfort of those visitors completing paperwork. MCHS must also monitor customer traffic in an effort to increase staffing levels during peak periods of operation.

Delays in service sometimes occurs in the public area during peak hours of operation. In these instances, a television/VCR would provide the public some form of entertainment while waiting. This device can be used for educational tapes about MCHS or general animal care issues. This practice can serve to calm customers waiting for service.

Animal Housing/Care

Although competing with the facility's age and deficiencies, the MCHS staff is doing everything possible to ensure the comfort and provide quality care for all impounded animals.

The animal holding areas are divided into several sections, which are classified to assist workers in determining specific impounding placement:

Table 5.1 Animal Holding Areas

Area	# of Kennels	# of Cages	Restrictions
Upper Kennel	52	0	Puppies or Dogs - Adoptable or Stray
Lower Kennel	28	0	Quarantined/Isolated Dogs
Cat Room 1	0	37	Incoming Cats
Cat Room 2	0	15	Adoptable Cats
Patio Room	0	13	Holding Area for Small Animals
Puppy Room	1	2	Holding Area for Puppies
Quarantine	0	17	Quarantined/Feral Cats
Stress (sneeze) Room	0	13	Isolation Area for Small Animals
Exam (holding) Room	0	9	Holding Area for Incoming Animals
Outside Paddock	2	0	Dogs and Livestock

Source: MCHS

Within the lower kennel area, guillotine doors are available on 10 runs to transfer dogs to an outside kennel.

There are separate (limited) areas for isolating and quarantining animals. The Lower Kennel is used for quarantined and isolated (potentially ill) dogs; the Quarantine Room is used for feral and isolated cats; and the Stress Room (also known as the “Sneeze” Room) offers isolation for both dogs (small) and cats.

Incoming animals are generally placed directly in a cage within the Exam Room (some dogs are transported directly to a kennel); these animals are then given an evaluation by an Animal Technician before being placed with the general population. The Animal Technicians are responsible for overseeing the health of all animals in the shelter.



Upper Kennel Area

Cats are housed within the main building. These animals are kept separate from dogs to decrease the risk of stress and anxiety. There are 37 stainless steel cat cages (8 of which are oversized) located in the main cat room. Adoptable cats are held within Cat Room 2, which offers 15 stainless steel cat cages. Additional cat cages are available in the Quarantine Room for feral cats.

The majority of puppies are not housed separately from adult dogs (a few puppies are housed within the Puppy Room). Usually these animals are placed in kennels within the Upper Kennel area.

All areas frequently run at full capacity. Within the main kennel areas, multiple dogs are sometimes housed in runs (a maximum of 2 large dogs or 3 small/medium-sized dogs of the same sex may be placed within the same kennel). Only a chain-link fence is offered as a physical barrier between kennels, which does nothing to prevent nose-to-nose contact and territorial aggressiveness (all kennels within the facility are constructed entirely of chain-link fence).

The floors and walls of the kennel areas are concrete (walls are cinder block); some portions are sealed or coated with non-permeable materials. Within the main kennel areas, drain troughs are not covered; animals are exposed to the troughs, which are located inside the rear of each kennel. The drains themselves are covered to prevent injury to animals. Sewer lines serving the gutters were said to be inadequate, and obstructions sometimes do occur.

Within the Upper Kennel area, dogs are housed in indoor runs, which offer a guillotine door to transfer animals into an adjoining kennel. The housing portion of the kennels measure 48 inches wide by 108 inches deep by 72 inches high (one cage is oversized). It appears

that these dimensions allow for larger animals to turn around freely, stand, sit, stretch and lie in a normal position.

Within the Lower Kennel area, dogs are housed in indoor or indoor/outdoor runs utilizing a guillotine door separating the inside from the outside portion of each kennel (10 runs) or to transfer animals into an adjoining kennel (18 runs). The inside portion of the kennels measure 48 inches wide by 108 inches deep by 72 inches high. The outside portion of the kennels measure 48 inches wide by 72 inches long by 72 inches high. This portion offers a drain trough located outside the front of each run, prohibiting exposure. A covered roof overhang offers additional protection from the elements.

Within the Puppy Room, one indoor kennel is offered to house puppies or adult females and their litters. The inside portion of this run measures 120 inches wide by 132 inches deep by 96 inches high. The drain located within this kennel is covered to prevent injury to animals.

Most kennel floors have a minimum pitch for drainage. Several areas had visible signs of deterioration, creating difficulties in cleaning and sterilizing.

The kennels are made of 12-gauge or better chain-link fencing. Each kennel offers a sliding entry gate, some of which were in need of repair. Covered tops are provided on all runs. Resting “whelping” type benches are also provided. Special considerations are given older, newborn or ill animals. Kennels are locked to prohibit public access.

An air exchange to minimize odors and to provide for disease control is offered throughout most of the building, however the Study Team does not possess the skills or technical knowledge to provide an analysis on its effectiveness. All areas of the facility are offered heating and air conditioning. There is adequate lighting in most animal areas for safety and viewing. Walkways and corridors are of sufficient width. Floor tile within the animal holding corridor was in poor condition and in need of immediate repair (a safety hazard for visitors).

Cats are provided separate housing areas from dogs. They are housed in stainless steel cages of various sizes, and all are provided with kitty litter trays. Cages are paper-lined, and cats are offered towels to enhance their comfort. Nursing mothers and kittens are given special considerations in regards to housing and diet. All cages are padlocked to prevent unauthorized entry.

In the kennel areas, dogs are grouped together within the same kennel, which sometimes hold 2-3 adult dogs or several puppies. Adult animals are separated by temperament and sex (unless they originate from the same household). Unfamiliar cats are not housed together. Kittens or puppies from the same litter sometimes share the same kennel or cage. Those animals held in isolation or for quarantine are housed individually. There is limited space available for isolating animals that are either sick, or suspected of being sick, from the general animal population. Since the Lower Kennel area offers only a chain-link fence as a physical barrier between kennels, this design offers nothing to prevent nose-to-nose contact between animals and hence minimize disease transmission.

The facility is designed to handle some varieties of exotic and wild animals. The agency has an area available for the temporary quartering of small livestock (larger animals may be housed off-site). The Patio Room is also used to house rabbits, guinea pigs and other small animals. The facility also offers areas for the grooming and dipping of animals (bathtub for bathing, stainless steel tables for grooming).



Oversized Kennel - Upper Kennel Area

Kennel operations are overseen by a Kennel Supervisor. This employee is responsible for “the health and well-being of all the animals in the shelter.” Four Animal Technicians offer additional supervisory support. The kennel staff is charged with “keeping animals as clean and comfortable as possible during their stay at the shelter.” These worker’s duties and responsibilities appear in Appendix D.

All levels of veterinary support must be secured from an outside source (“visiting” local veterinarians offer on-site veterinary support). ASD Officers or MCHS Field Service Unit Technicians typically transport ill or injured animals to area veterinarians, closest to the scene, for treatment. Stabilized animals may be transported to the Animal Shelter for evaluation (one Animal Technician is assigned on-call status each night for emergencies).

Food Storage and Feeding Schedules

Food is stored in areas that restrict the entry of rodents (however, the MCHS portion of the facility has a roach infestation problem). Refrigerated storage is available for special diet and medical needs.

All animals are fed at least once a day, usually in the morning. Within the kennel areas, stainless steel bowls are used for food and water (although the kennel areas offer automatic waterers, these devices are not used). Stainless steel or plastic bowls are provided for cats, rabbits and other small animals. Nursing mothers, elderly and infant animals are given special considerations in regard to diet (puppies are fed at least 3-4 times daily; cats and kittens are offered an unlimited supply of food; all cats are offered canned food daily).

Food and water containers are disinfected and restocked daily; containers are also dumped of any existing water and food. Food and water is replenished directly within the kennel or cage. Written procedures regarding feeding are offered within the MCHS “Kennel Procedure Manual.”

Sanitation and Disease Control

Written procedures regarding shelter sanitation and disease control are offered within the MCHS Kennel Procedure Manual.

Dogs and puppies are removed from their kennel while it is cleaned. Within the indoor/outdoor kennel areas, dogs are confined in the interior or exterior sections, while each individual portion is cleaned. Animals housed within the other areas are moved into a clean kennel (if one is available). A kennel staff member described the cleaning process as follows: "Dogs are moved into a clean kennel or confined to the interior or exterior portion of each run; all debris is removed; kennels are then power-washed with water and disinfectant (Vedco - a germicidal detergent and deodorant); the floors are then squeegeed for standing water, minimizing the animal's exposure to excess water (fans also assist with the drying process). All kennels are degreased or bleached at least once per week."

Caged animals are removed from their cage prior to cleaning (usually placed in a clean cage). All materials are removed from the cage, then sprayed with a disinfectant (Vedco; workers also use Nolvasan when the animal vacates the cage). The cage is then wiped dry. Fresh litter, food and water are offered daily.

Cleaning is done whenever possible, with most tasks being undertaken before the kennel area is open to the public. Spot cleaning/watering is performed by workers when time permits.

Quality of Personnel

Within the animal holding areas, the agency offers 1 Kennel Supervisor, 4 Animal Technicians, 10 Animal Attendants, in addition to having a Shelter Manager who oversees this area. Several volunteer workers also offer additional support. A great deal of staff time is spent cleaning the shelter and caring for animals.

The Study Team felt that with the prevailing number of animals impounded by the shelter annually, along with current shelter hours and responsibilities, the agency needs to increase staffing levels to release other workers from shelter responsibilities. A nationally recognized formula to determine kennel staffing needs appears under "*Determining Kennel Staffing Needs*."

Work Schedules

The Study Team was presented with a kennel work schedule as shown in Appendix I.

At the time of this study, 2 kennel positions were vacant. The kennels are staffed seven days a week. Workers are assigned specific areas to oversee; each worker's job description details unique tasks and responsibilities.

Workloads vary during the day for the staff. Early mornings are busy with cleaning prior to opening for the public. Peak workloads occur when workers are assisting the public with returned or adopted animals, evaluating incoming animals or assisting with euthanasia.

Determining Kennel Staffing Needs

The Humane Society of the United States has recently developed a formula for determining kennel staffing needs:

Table 5.2 Staffing Needs Formula

Indicator	Value	Formula	Value	Indicator
Incoming Animals Per Year	10,382 ¹	÷ by 365 days =	28	Incoming Animals Per Day
Incoming Animals Per Day	28	x 5 Day Average Hold Period ² =	140	Animals in Shelter Per Day
Animals in Shelter Per Day	140	x 10 Minutes per Animal ³ =	1,400	Number of Minutes Needed
Minutes Needed	1,400	÷ 60 minutes =	23	Number of Hours Needed
Number of Hours Needed	23	÷ 3 hours ⁴ =	8	Staff Needed Per Day

1. Average of total live domestic animals received 1994-1999.
2. Using the agency's average holding period of 5 days. Some animals may be held for a much shorter period; however, many animals may be held for a period exceeding the 5-day average.
3. This formula is based on a per-animal time of 7 minutes for cleaning and 3 minutes for feeding.
4. These 3 hours are solely for the performance of cleaning and feeding - allow further time in the day to perform routine maintenance such as laundry, dishes, lost and found checks, etc.

Source: The Humane Society of the United States

Based on the above formula, a minimum of 8 staff members are required, each day, solely for kennel staffing (performing cleaning and feeding duties).

Record Management

Records of animal inventory are kept on computer (“Chameleon” software) and hardcopy (animal information log). The Shelter Manager claims that animals can be traced from the time they are picked up until their final disposition using this system. This system also records all pertinent information regarding the animal’s impoundment, condition and description. Since there is a central point for records, this decreases the risk (and liability) for “losing” animals and impound information. The current method is designed to prevent mistakes, but errors sometimes do occur (usually because inaccurate information is entered onto the animal’s record). All data, including the animal’s description, condition, circumstances of impoundment and ownership status is recorded at the time of impound. The Study Team felt that the current system of animal inventory was reliable.

Animal Impoundment

Animals usually enter the facility in one of three ways: Dropped off by the public, impounded by ASD, or impounded by MCHS (the agency also receives impounded animals from the cities of Rockville and Gaithersburg). The majority of animals impounded are dogs and cats, however other animals have also been confined (livestock, wild and exotic).



Exterior View - Lower Kennel Area

Impounded stray dogs and cats are held for a minimum of 72 hours (a ASD officer advised that the legal impound requirement is 3 days, following the “notice of impoundment”). All incoming animals must be “posted” in local newspapers (*Washington Post* and the *Washington Times*). The Study Team was told that the average, minimum impoundment time for incoming animals is 5 days; animals are then placed up for adoption or destroyed if unclaimed. The Study Team felt that the minimum holding times were consistent with other Animal Control agencies.

The date of adoption availability is the day after the legal impound time expires, which is not dependant upon the type of animal. MCHS accepts animals that are no longer wanted by their owners (surrendered animals may be placed up for adoption or euthanized at the request of the owner). Unclaimed, owned animals are held as long as there is space available.

The maximum length of time an animal may stay at the shelter varies. The length of stay depends upon space available at the shelter, the temperament and health of the animal, and interest expressed by the public.

Health assessments begin when an animal is first handled by kennel workers. A “quick” physical inspection is given to all incoming animals. If the staff recognizes a problem, the Animal Technicians provide further examination. Special instruction is given to workers regarding disease recognition. Mostly, the staff just learns on the job or through outside workshops (ASD staff members have limited training in this area).

The agency maintains an inventory on all impounded animals; a daily inventory check is also performed. In addition, the Kennel Supervisor is responsible for monitoring the health and comfort of all animals within the facility.

When an owner does relinquish a pet to be placed up for adoption, he or she is informed that there is no guarantee that the animal will be adopted. Owners are asked to provide a “profile” on their animal before surrendering it. This profile includes information about the history of the animal (age, name, health, personality and temperament).

A signed release is required for surrendered animals, along with proof of identification. Relinquished animals are placed up for adoption immediately.

When some person desires to relinquish, adopt or reclaim a pet, their process begins in the customer service area. The majority of incoming animals are taken directly to the Exam Room to await further examination (dogs and cats are offered preventive vaccinations, checked for fleas, searched for tattoos, and scanned for a microchip). An entry is made in the "Chameleon" software, along with a completed animal information log sheet, is required for all animals coming into the shelter. Identification numbers are assigned to each incoming animal.

All fees are paid in the customer service area whenever any transaction occurs. The following fee schedule is currently offered by ASD and MCHS:

Impound Fees

Impoundment - \$16.00
Boarding - \$10.00/\$15.00 per day
Field service fee - \$25.00
Flea treatment - \$4.00

Adoption Fees

Rabies shot - \$5.00
Feline leukemia/FIV test - \$10.00
Heartworm test - \$10.00
Flea treatment - \$4.00
Temporary ID tag - \$1.00

Other Service Fees

Euthanasia - \$5.00
Disposal - \$5.00
Trap deposit (MCHS) - \$50.00
Trap fee (MCHS) - \$3.00 per day
Trap deposit (ASD) - \$50.00
Trap fee (ASD) - \$5.00 per week

Spay/Neuter Fees

Female cat - \$48.00/\$58.00
Male cat - \$33.00/\$43.00
Male dog under 65 lbs. - \$57.00/\$67.00
Male dog over 65 lbs. - \$78.00/\$88.00
Female dog under 35 lbs. - \$57/\$67.00
Female dog 36-65 lbs. - \$71.00/\$81.00
Female dog over 65 lbs. - \$82.00/\$92.00

License Fees

Altered pet - \$8.00/\$24.00
Unaltered pet - \$15.00/\$45.00
Reduced fee - \$4.00/\$12.00
Juvenile - No charge

Extra Fees

Dog leash - \$4.00
Dog collar - \$4.00
Cat collar - \$2.00
Cat carrier - \$5.00/\$16.00

The Study Team thought that it was very unusual for the agencies not to charge an escalating fee for repeat offenders. Most Animal Control/Care agencies charge an escalating impound fee, in addition to boarding fees. The addition of an escalating impound fee would augment compliance for leash laws, punish habitual offenders, reduce the need for court appearances (as a citation would not need to be issued if the animal was already in custody) and increase revenue for the program. *Note: ASD is currently considering amending the Executive Regulation to include an escalating fee schedule.*

ASD requires that the following procedures be followed by MCHS personnel when returning impounded animals to their owners:

- If the animal has a current rabies vaccination but no license, and there are no prior complaints or expired licenses:

An ASD Officer does not need to speak with the owner before the animal is redeemed. However, the owner must purchase a license before the animal can be released. If licensing is closed when the owner comes in, the owner must fill out a licensing application form and leave the money to pay for it. The Humane Society staff will continue to put the forms and money in the safe to be given to the licensing manager to issue the license the next business day.

- If the animal is unvaccinated and unlicensed, but there are no prior complaints or expired licenses:

An ASD Officer must speak with the owner before the animal can be released. The Officer must issue citations to the owner for unlicensed and unvaccinated animals, but may offer a 7-day void option to the owner if the owner provides proof to the Officer that he or she has come into compliance within 7 days after the citation has been issued.

- If the animal is unvaccinated and/or unlicensed, and there are prior complaints or expired licenses:

An ASD Officer must speak with the owner before the animal can be released. The Officer must issue citations to the owner for unlicensed and/or unvaccinated, with no void option. (*End of policy*)

The Study Team would recommend that an escalating impound fee schedule be established to reduce the need for citations. During the on-site study, a shelter customer waited over 1 hour for an ASD Officer to arrive at the shelter (the officer was summoned from street duty) to issue the customer a citation. During the delay, the customer debated with her children about leaving the shelter (and her dog behind). The customer was willing to pay the fines, but she was also running late for work. The Study Team observed the same scenario regarding another shelter customer. Both customers were obviously upset with the prolonged delays. In addition, the practice of summoning ASD Officers from the field also creates delays in field service response. The Study Team does not condone the use of MCHS workers to issue citations. However, if ASD insists on keeping its current policy intact, shelter customers would be better served by placing a “desk” officer within the customer service area (at all times during MCHS operational hours) to expedite this process. While the Study Team understands the theory behind the current process, these procedures promote poor customer relations (typically, MCHS workers are also subjected to verbal abuse regarding these delays).

The fact that the Humane Society cannot collect license fees also promotes further customer delays. The ASD Director is currently considering the possibility of allowing MCHS to sell license tags.

While observing the impound process, the Study Team observed employees scanning for the presence of a microchip and searching for any tattoos. The animal is then assigned a kennel or cage (animals are also assigned a tracking number via the Chameleon software).



Cat Room 1

Incoming animals are transported to their assigned cage with the use of a leash, catch-all pole or carrier. A kennel card is generated for cats, while a numbered tag is placed directly on dog cages (puppies, kittens and cats are also issued a “pre-named” collar, hospital band or mylar tag). Incoming animals are vaccinated and examined. Claimed or adopted animals must obtain a rabies vaccination from a veterinarian once leaving the facility (some animals are offered the vaccination at the facility from a visiting veterinarian).

Any person reclaiming an animal will complete paperwork and pay the appropriate fees in the customer service area, then workers will retrieve the animal from the kennel or cage. Positive identification is required from owners for all animals claimed. After the animal's legal impoundment time has expired, the animal is then placed up for adoption or euthanised. The MCHS makes the final determination on the animal's disposition once ownership reverts to Montgomery County.

Adoption

MCHS offers an adoption program. Prior to the animal's legal impoundment time expiring, workers assess the animal's health and temperament (interaction with staff); if approved, the animal is offered for adoption. All animals are adopted on a “first-come, first-serve” basis (Montgomery County residents are given “priority”). Most dogs or cats found within the shelter may be adopted if unclaimed. The agency's “standards for adoption” policy appears in Appendix J.

For the first time in any NACA audit, an evaluated agency was found to offer “home visits.” The Study Team found that the current MCHS adoption policy to be consistent with other Animal Care/Control agencies, with one exception: The requirement that animals “must be returned to the shelter if the adopter can no longer keep and care for the animal properly,” is probably not legally binding. In the majority of states, animals are treated as property; once that property is transferred, the agency no longer has any right to its return.

Although MCHS does not “place puppies into homes if no one is home during the day because these animals need special attention and care,” this policy is not that unusual and is occasionally utilized by other Animal Control/Care agencies (the Study Team received a few complaints from shelter customers regarding this particular requirement).

The adoption process was described as follows:

- Prospective owner finds prospective animal (“take a number” and wait for counter service).
- MCHS staff discuss the animal’s known background information with the prospective owner (the Information Desk, staffed by volunteers, also assists citizens with adoption inquiries and offers information about an animal’s history, adoption guidelines, etc).
- Prospective owner determines animal(s) of interest; a private visit is arranged with the animal(s) outside its cage (customers must obtain a “ticket” to visit an animal).
- After the private visit, and if the prospective owner has decided to adopt the animal, the individual must again “take a number” and wait for counter service.
- MCHS staff will offer the prospective owner an adoption application and explain the adoption procedures.

MCHS checks prospective adopters for previous offenses against animal ordinances, including citations and previous cruelty/neglect convictions. Sterilization of all adopted dogs and cats is mandatory. Depending on the circumstances, either a certificate is provided for the surgery or the animal is transported directly to a veterinarian (by MCHS) to be surgically altered (all Pit Bulls are spayed or neutered prior to arriving in the new home). MCHS offers a low-cost spay/neuter program and a no-cost spay/neuter program to those patrons who qualify.

The Adoption Program Coordinator accepts all applications and assists customers with completing the applications. This worker’s duties and responsibilities are offered in Appendix D.

The home interviewer covers topics such as pet care, training, feeding, and other concerns. This process also “helps ensure that the animal is going to a home as a family pet, not to a research lab or to someone with a history of animal cruelty.” Once approved, the prospective owner is allowed to take home the new pet. The average lapsed time between the initial application and approval was stated to be 2-4 days; a few MCHS workers stated that the process can take much longer if a backlog exists. The majority of concerns relayed to the Study Team by shelter customers were in regard to the “wait time” associated with the adoption process.

Any animal diagnosed as having a health problem (within the first week of adoption) may be eligible for donated funds which are used to pay for treatments. MCHS also offers this assistance to animals with preexisting major medical conditions only upon approval of the MCHS Director. A maximum of \$250.00 per animal has been allocated for each of these adoptions (this provides up to \$500.00 in treatment costs when using veterinarians who participate in the MCHS program, as they offer MCHS a 50% discount). The new owner must also contribute a minimum of \$50.00 to the treatment cost. This is another “first” in a NACA evaluation. The benefit of the MCHS contribution is obvious; animals that would likely be returned to the shelter for euthanasia are now given an opportunity to remain permanently placed with the new pet owner. The Study Team commends MCHS for this generous offering.



Examination Room

Cats and dogs receive health examinations, starter vaccinations, an adoption identification tag, spay or neuter surgery (offsite) and a rabies vaccination (onsite or offsite). The majority of animals are also offered a feline leukemia/FIV test (cats) or a heartworm test (dogs). License purchases are not required at the time of adoption, however a license application is enclosed within each adoption packet (if the pet is current on its rabies vaccination, it may be licensed at the time of adoption).

Wild animals, exotics (depending on local ordinances), certain reptiles (which eat live animals), wolf hybrids and aggressive animals are not placed for adoption. Stray Pit Bulls under 6 months of age, if not aggressive, are considered for placement. Stray Pit Bulls over 6 months of age must have a minimum 4-week history of non-aggressive behavior to be offered for adoption. Surrendered Pit Bulls with a history of non-aggression are also considered for placement, regardless of the animal's age. Questionable behavior requires further evaluation by shelter trainers.

Previous bite animals may be adopted depending upon the circumstances regarding the incident (must be approved by a MCHS supervisor and a signed “bite release” is required from the adopter). There are no other breed specific denials. All animals are evaluated by health and temperament, not breed. The history of an animal (if known) is taken into consideration when evaluating an animal for adoption. The Animal Technicians are ultimately responsible for determining an animal's availability. Every effort is made to ensure that all animals are given an equal opportunity for adoption.

The Office Automation Administrator is responsible for confirming that all adopters comply with the spay/neuter requirement. The Chameleon database is utilized to track and verify this information. A letter is sent to those owners who have not provided proof of compliance. Should the pet owner fail to respond to the follow-up letter, an ASD Officer is assigned to the case for possible enforcement action.

The agency also offers a rescue and foster program. All rescue groups must submit a copy of their own adoption contract to MCHS for review. Once approved, the rescue group is allowed to adopt sheltered animals. Rescue groups do not take priority over regular shelter adopters. The foster program offers off-site care and housing to animals with special needs, such as infant puppies and kittens, older dogs and cats, and animals recovering from physical injuries or illness. MCHS retains ownership of all fostered animals until a permanent home may be found.

During the period 1994-1999, the agency had a 67.37% adoption rate. The chart in Appendix K details adoption rates from Animal Control/Care agencies. Adoptions records are kept via computer and hardcopy.

Euthanasia

MCHS uses the controlled drug “Fatal Plus” (sodium pentobarbital) for euthanasia purposes. Depending on condition and behavior, some animals are sedated prior to euthanasia for personnel safety and to keep the animal comfortable. Use of drugs for euthanasia is well-documented. Amounts expended are tracked via drug disposition records (“Sodium P Usage”). Workers monitor the species of animal euthanised, date of euthanasia, dosage, identification number and name of technician. The Shelter Manager is accountable for confirming the accuracy of all euthanasia records.

The bulk of the controlled drugs are kept within a locked file cabinet located in the Shelter Manager’s office, which is located directly off the main public corridor. Although this room is to “remain locked” when unoccupied, the Study Team found the office unlocked (and unoccupied) on several occasions. While the file cabinet remains secured at all times, the Study Team expressed concerns regarding the accessibility of this area by the general public.

An “in-use” supply is kept in a locked euthanasia cabinet located in the Euthanasia Room. It is unknown if any state laws restrict the methods of euthanasia. The agency offers a written policy concerning euthanasia and requires that only “veterinary certified technicians” perform these tasks. Typically, two workers must be involved in the euthanasia process; one worker performs the procedure, while the other employee assists with holding/calming the animal. The Study Team was told that the agency currently has only 6 trained technicians, which makes it difficult to rotate workers involved with the euthanasia process. Based on the current number of euthanised animals, MCHS should involve more staff members in this process to lessen the emotional anguish on workers. The Study Team would recommend a minimum of 5 teams of euthanasia technicians, with each team consisting of 2 certified workers.

All animals are euthanised by lethal injection. When using lethal injection, intravenous (IV) or intracardiac (IC) are considered to be the primary routes when administering Fatal Plus. The staff follows the procedures for administering drugs and the methods of delivery as recommended by the American Veterinary Medical Association.

The following statement is reflected in current MCHS policy:



Euthanasia Room

“Sodium pentobarbital is the euthanasia agent used at the Montgomery County Animal Shelter by Veterinary Certified Technicians. All animals are weighed on a scale to determine the proper dosage of sodium pentobarbital; dosage is calculated at 1cc per 10 pounds of body weight. No less than 1cc is given and no half-doses are to be used according to state recommendations.

Intravenous injections are used on all dogs and cats. For dogs and cats, an intracardiac injection may be used after loss of consciousness, in cases when deemed necessary. Intracardiac injection can be used only after the animal has been sedated.

Chloroform is available for rodents and small wildlife such as bats, mice, and chipmunks. It is used as a sedative and then sodium pentobarbital is administered to complete the euthanasia.” *(End of policy)*

Animals are taken to the euthanasia room via a catch-pole, leash or carried (some aggressive animals are euthanised in their kennel or cage). The Study Team did have an opportunity to observe the handling and euthanasia methods during the on-site study. All animals were treated with compassion and dignity both before and after death. Based on this limited analysis, current methods do not cause excessive stress, apprehension or fear.

Procedures and security checks are necessary to avoid errors in selection of animals for euthanasia, and the agency does have an error-checking method currently in place. Animals are identified by tracking number and physical description (no animal is euthanised without paperwork). In addition, lost and found records are also rechecked, and any applicable notes are reviewed. The Shelter Manager or the Executive Director must approve all animals which are scheduled for euthanasia. Animals are scanned for a microchip during this process.

Death is verified by “lack of a heartbeat” (stethoscope) and eye/physical reactions. This method is consistent with procedures used to support that death had occurred. Death is verified in all instances. Needles are disposed of in a safe and proper manner.

The facility does have a euthanasia room. A stainless steel counter is used (with built-in scales), which is conveniently located. The euthanasia room is large enough to comfortably

accommodate animals and staff. The lighting in this room appears to be adequate. Grooming clippers, muzzles and scales are also available to assist employees in the euthanasia process.

Carcasses are placed directly in the freezer (temporary storage). The freezer adjoins the euthanasia room, which presents a serious odor problem. A rendering company collects all dead animals twice per week. The Study Team was told that euthanasia is performed at any time that there is a need for more space. ASD is responsible for preparing rabies specimens. Only gloves are offered to ASD workers while performing this procedure (no protective aprons or eye protection is provided).

Training

New employees are offered an orientation before beginning work. After hiring, personnel are trained “on the job,” usually being placed with designated training staff. The length of time varies among employees, depending on previous experience and work area. Workers are designated as “in training” for their entire 90-day probationary period before officially being discharged from the training program.

MCHS employees are paired with a mentor, who offers each worker a “training outline.” Trainees are also required to become familiar with each work area. Anyone involved in the euthanasia process must be certified to perform euthanasia. These workers are trained in the following procedures:

- Observation: Senior technicians offer explanations in all steps of euthanasia.
- Practice: A senior technician demonstrates, on animals that have already been euthanized, techniques in locating veins, feeling veins and inserting the needle.
- Technique practice: Working with a senior technician, calm dogs are euthanized while the holder assists in procedures. Training in paperwork is offered after practical euthanasia skills are acquired. An additional month is dedicated to training and then, before certification, they must pass the senior technician test.
- Certification: This is the next-to-final step before technician status is awarded. A licensed Montgomery County veterinarian observes euthanasia and certifies that proper skills are utilized. The new technician then works with other technicians for a short period of time before working alone.
- Management: Skills are taught to ensure that work is properly performed on the shift that the technician is responsible for.

No further training is required for these workers to maintain their certification.

Recommendations & Agency Responses

Recommendation 5.01 ASD should explore the possibility of expanding and renovating its current animal sheltering facility within the near future. *Rating: 3*

ASD Response:

We concur. According to current CIP implementation goals a new or expanded facility is projected for 2003. Due to the rapid growth of the county the shelter is at maximum capacity. Staff is overcrowded and should ASD be successful in increasing its staff there is no space available to house the additional personnel.

MCHS Response:

We concur.

Recommendation 5.02 Emergency phone numbers should be posted outside the building, in a highly visible area. *Rating: 3*

ASD Response:

We concur. The shelter emergency dispatch telephone number has been posted on the front door of the animal shelter.

MCHS Response:

We concur.

Recommendation 5.03 ASD should evaluate outside lightning in the public and employee parking lots and offer improvements, if necessary, for safety purposes. *Rating: 3*

ASD Response:

We concur and are currently working with facility planners in the Police Department to address this issue. Although funds were not requested in the Division's FY02 budget submission we will explore the possibility for a supplemental appropriation.

MCHS Response:

We concur.

Recommendation 5.04 Increase the number of parking spaces offered to the public. *Rating: 3*

ASD Response:

We concur. There is an inadequate amount of space for staff and the public. We are currently working with facility planners in the Police Department to address this issue. Although funds were not requested in the Division's FY02 budget submission we will explore the possibility for a supplemental appropriation.

MCHS Response:

We concur.

Recommendation 5.05 Eliminate any clutter inside or outside the facility. *Rating: 3*

ASD Response:

We concur. The ASD director is working with MCHS to eliminate clutter and to obtain additional storage for supplies.

MCHS Response:

We concur and are currently working with ASD Director to eliminate the clutter.

Recommendation 5.06 Repaint areas within the shelter as required. *Rating:3*

ASD Response:

We concur. Funds have been requested in the FY02 budget for painting kennel areas. Requests will be made to Facilities and Services to paint other needed areas.

MCHS Response:

We concur.

Recommendation 5.07 Repair and reseal all animal holding enclosures where needed. Any deteriorated fencing, gates and framework should be fixed or replaced. *Rating: 3*

ASD Response:

We concur. The fencing has been repaired. Although funds were not requested in the Division's FY02 budget submission we will explore the possibility for a supplemental appropriation to paint/seal animal holding areas.

MCHS Response:

We concur and feel that this should be done as soon as possible. Work orders for these repairs were submitted months ago.

Recommendation 5.08 Kennels should be redesigned to offer a physical barrier between runs, such as solid block or metal partitions. Gutters located within kennels should be covered to prevent cross contamination. *Rating: 3*

ASD Response:

We concur. Funds have been requested in the FY02 budget to implement this recommendation.

MCHS Response:

We concur. This redesign has been requested since HSUS and AHA evaluations were conducted in the 1980's and recommended the barriers be installed.

Recommendation 5.09 Identify and remove all hazards to visitors and employees, i.e., the floor tile in the animal holding corridor. *Rating: 1*

ASD Response:

We concur and have moved aggressively to correct any such hazards. The corridor floor has been repaired; the freezer with the broken glass doors has been replaced as a few examples.

MCHS Response:

We concur. The Director of ASD has implemented progress toward this goal.

Recommendation 5.10 All equipment/supplies need to be stored properly, out of the reach and view of visitors. *Rating: 3*

ASD Response:

We concur. Additional space will be provided for storage. A metal storage container will be ordered to store bulk supplies etc. outside the building. While providing much needed storage space, it will impact negatively on available parking spaces.

MCHS Response:

We concur. Storage facilities are going to be provided by the Police Department.

Recommendation 5.11 Existing equipment should be inventoried and a determination made on its usefulness. Unneeded items should be disposed of properly. *Rating: 3*

ASD Response:

We concur and are currently implementing this recommendation.

MCHS Response:

We concur. Equipment will be inventoried and evaluated prior to storing in new storage facility.

Recommendation 5.12 ASD should begin an effective pest control program within the MCHS work areas. *Rating: 1*

ASD Response:

We concur. ASD will work with the Division of Facilities and Services to implement.

MCHS Response:

We concur.

Recommendation 5.13 The customer service area should be expanded, with counter stations installed to assist patrons with specific needs (i.e.: an adoption station, a redemption station, a lost and found station, etc.). Work stations should also be installed to increase the comfort of those visitors completing paperwork. *Rating: 3*

ASD Response:

We concur. Funds in the FY02 budget have been requested to implement this recommendation.

MCHS Response:

We concur.

Recommendation 5.14 A television with a VCR should be provided in the customer service area to play educational tapes for customers waiting for service. *Rating: 3*

ASD Response:

We concur and are currently in the process of implementing.

MCHS Response:

We concur. Cable TV installed for use on existing television would entertain and educate the public while waiting in the front area. The Director of ASD is working toward this goal.

Recommendation 5.15 Based on the *Humane Society of the United States'* kennel staffing formula, the agency should offer no less than 8 kennel workers for the purpose of cleaning and feeding. Other work responsibilities (such as assisting the public, evaluating and vaccinating animals and recording impounded animals) will increase the agency's need for more kennel employees. *Rating: 1*

MCHS Response:

We concur. Funds for additional personnel were requested in the FY2002 budget.

Recommendation 5.16 To support future staffing needs, MCHS should continually track the number of shelter visitors. *Rating: 2*

ASD Response:

We concur. We believe the county should invest in an electronic counting device that could count individuals as they walk through the door. Presently, there is no accurate method to count patron volume.

MCHS Response:

We concur. Equipment to automatically count incoming visitors was requested.

Recommendation 5.17 It is not desirable for multiple animals to be housed together in the same kennel/cage, however the Study Team recognizes the fact that the current facility is not adequate to handle the number of animals that the agency impounds. Any expansion may be cost prohibitive for the agency (actual costs should be explored and considered for capital outlay or grant funding). *Rating: 1*

ASD Response:

We concur. As stated earlier the shelter is at peak capacity. The facility is projected to be in the county's CIP budget for 2003 for major renovations, expansion or replacement.

MCHS Response:

We concur. Many days there is no option but to house two animals together due to limited space for housing dogs.

Recommendation 5.18 Whenever possible, puppies should be kept isolated from the adult dog population. *Rating: 1*

ASD Response:

We concur. See above response.

MCHS Response:

We concur. Puppies are only housed in the main kennel when the number of pups exceeds the space in the puppy pen or if the puppies are sick. There is no area in the shelter for puppy isolation.

Recommendation 5.19 The agency should introduce an impoundment fee schedule, charging escalating fees for repeat offenders. *If ASD insists on keeping its current impounding policy intact, shelter customers would be better served by placing an ASD “desk” officer within the customer service area (at all times during MCHS operational hours) to expedite the issuance of citations. Rating: 1*

ASD Response:

We concur in part. Eight additional officers and two field supervisors have been requested in the FY02 budget request. The additional staff would allow for a quicker response to address enforcement issues at the shelter. With the addition of supervisory staff one may be available on site for desk duties. The Division likes the idea of a graduated impoundment fee schedule and will handle through the Executive Regulation process.

MCHS Response:

We concur. MCHS office staff is constantly in the line of fire from irate patrons who need to speak with an Officer, especially in the evening when the Officers are not on duty or are in the field. MCHS should not have to take abuse and be exposed to danger due to disputes with ASD.

Recommendation 5.20 ASD should consider allowing MCHS to collect license fees in an effort to minimize customer delays. *Rating: 1*

ASD Response:

We concur. This is a contract negotiation issue and is under consideration. We are currently looking at the entire license issue to make the process more efficient and customer friendly.

MCHS Response:

We concur. MCHS has offered to sell licenses but expect this additional duty to be funded in the budget. Currently MCHS may release strays with current rabies

vaccinations if license fees are collected. The fees are turned over to the license department to issue County tags at a future date.

Recommendation 5.21 Adoption fees should include the mandatory purchase (if a county resident) of an animal license. Although a rabies vaccination is generally a prerequisite for licensing, it is common for Animal Control agencies to collect these fees prior to the animal leaving the facility; the tag is then mailed (or picked up by the pet owner) once proof of the rabies vaccination is obtained. *Rating: 3*

ASD Response:

We concur in part. We feel it would be more efficient for MCHS to issue a monthly list of adopters that could be checked against the pet licensing database. Those adopters that have not complied with the licensing laws would then be subject to enforcement actions by ASD.

MCHS Response:

We concur. ASD would have to determine whether juvenile, altered or unaltered fees apply.

Recommendation 5.22 MCHS should continue to enhance its current adoption program. Additional Adoption Coordinators should be hired to shorten the “wait” time for potential adopters. ASD should also consider including a time limit regarding the processing of adoption requests within the Grant Contract. Such a requirement should be considered a performance-based incentive. *Rating: 1*

ASD Response:

We concur. This is a contract negotiation and staffing issue and is under consideration.

MCHS Response:

We concur. Additional funds would have to be provided under the Grant Contract to hire additional Adoption Coordinators. Until funds are provided, a time limit regarding the processing of adoption requests should not be a performance-based incentive.

Recommendation 5.23 For future planning, MCHS should explore the possibility of introducing its own low-cost spay/neuter clinic. *Rating: 3*

MCHS Response:

We do not concur at this time. The current program provides optimum care, mental and physical for the animals, has a large number of participating veterinarians and it is geographically sound for the citizens to utilize this service.

Recommendation 5.24 Controlled drugs should be kept in a secured area, such as a safe bolted to the floor to prevent theft. *Rating: 1*

ASD Response:

We concur. We are reviewing options to comply. A funding request will be initiated once a proper safe is identified.

MCHS Response:

We concur. A safe was purchased and drugs not in use are stored in Shelter Manager's office. Police Department is purchasing safe for the Euthanasia Room for drugs in use.

Recommendation 5.25 MCHS should involve more staff members in the euthanasia process to lessen the emotional anguish on workers. The Study Team would recommend a minimum of 5 teams of euthanasia technicians, with each team consisting of 2 certified workers. *Rating: 2*

MCHS Response:

We concur but do not have qualified staff for five teams for euthanasia. Technicians are required to be proficient in euthanasia and function as supervisors. Minimal pay does not encourage skilled personnel to apply to work at the Shelter. Most Technicians are trained on the job after many months of working as kennel workers. Few stay long enough to move up to Technician status.

Recommendation 5.26 The freezer, which is currently located in the euthanasia room, should be moved to another area *immediately*. *Rating: 1*

ASD Response:

We concur. An outdoor freezer is being obtained to contain the deer carcasses, which is the major source of odors from animal carcasses. An additional outdoor freezer will be requested to comply with this requirement.

MCHS Response:

We concur.

Recommendation 5.27 ASD workers should be provided eye protection and protective aprons while preparing rabies specimens. *Rating: 1*

ASD Response:

We concur. Eye wear and aprons are available.

Chapter 6

Field Operations



CHAPTER 6

FIELD OPERATIONS

This chapter contains a review of field officer staffing, proposed staffing for the future, shift scheduling and current beat structure. The Study Team spent a total of 14 hours observing ASD Animal Control Officers and their working conditions. An additional 10 hours was spent with MCHS Field Service Unit Technicians. Except where noted, the primary focus of this chapter is with the ASD Field Services Program.

General Description of ASD Services

The ASD Field Services Program provides protection from communicable diseases (rabies, salmonella and psittacosis), physical injury from vicious or dangerous animals, and animal nuisance problems. Citizens are protected from the hazards posed by deer carcasses on County roads. Domestic animals are protected from physical injuries, disease and starvation by impoundment when at large, and by correcting or preventing inhumane conditions under which they may be kept. A summary of field service workload indicators is found in Appendix L.

General Description of MCHS Services

This program dispatches personnel to animal-related complaints and picks up stray and injured animals Countywide on a 24-hour basis, except in the incorporated jurisdictions of Rockville and Gaithersburg. This program removes dead animals the size of an opossum and larger from County roads and private property, responds to suspected rabid animal sightings, provides 24-hour emergency veterinary care for strays, and conducts on-site inspections of licensees.

Staffing Overview

The importance of an Animal Control operation to a community is paramount. Whether measured by the number of Animal Control personnel involved, the portion of budget allocated to field services, or the reality that the Animal Control Officer has over 10 times more public contacts than a police officer, the field officer is the mainstay of Animal Control work. The way in which these individuals carry out their duties affects not only the quality of life for animals, but also the citizens' perception of the Animal Control/Care agency.

Work Schedules

Each agency offers field service at varying times, Sunday through Saturday. A "stand-by" officer is available after-hours for emergencies. After-hour emergencies are dispatched via MCHS. Since MCHS offers 24-hour dispatching service, priority calls are handled with limited delays (*this is the first time in a NACA audit in which an agency was found to offer its own 24-hour communication services*). The field officer work schedule is as follows:

Table 6.1

**Animal Services Division
Animal Control Officer Work Schedule**

Officer	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
#1	7:00-5:30	7:00-5:30	7:00-5:30	off	off	off	7:00-5:30
#2	7:00-5:30	7:00-5:30	7:00-5:30	off	off	off	7:00-5:30
#3	7:00-5:30	7:00-5:30	7:00-5:30	7:00-5:30	off	off	off
#4	off	8:00-4:30	8:00-4:30	8:00-4:30	8:00-4:30	off	off
#5	9:00-7:30	9:00-7:30	Off	9:00-7:30	9:00-7:30	off	off
#6	off	off	7:00-5:30	7:00-5:30	7:00-5:30	7:00-5:30	off
#7	off	off	9:30-8:00	9:30-8:00	9:30-8:00	9:30-8:00	off

Source: ASD

Table 6.2

**Montgomery County Humane Society
Field Service Unit Work Schedule**

Officer	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
#1	8:00-4:30	8:00-4:30	8:00-4:30	8:00-4:30	8:00-4:30	off	off
#2	6:30-3:00	6:30-3:00	6:30-3:00	6:30-3:00	6:30-3:00	off	off
#3	off	2:30-11:00	2:30-11:00	2:30-11:00	2:30-11:00	2:30-11:00	off
#4	1:00-9:30	1:00-9:30	1:00-9:30	off	off	7:00-3:30	7:00-3:30
#5	2:30-11:00	off	off	1:00-9:30	1:00-9:30	1:00-9:30	2:30-11:00
#6	11:00-7:00	11:00-7:00	11:00-7:00	11:00-7:00	off	off	11:00-7:00

Source: MCHS

During operational hours, all incoming requests for services are taken, however some complaints are allowed to “hold-over” for varying lengths of time. Policies defining current service delivery and complaint disposition appear in both the MCHS and ASD Policy and Procedure Manuals. ASD has the responsibility to enforce, county-wide, all animal-related ordinances in most local jurisdictions. The only exceptions:

- Chevy Chase Village and Poolesville - No enforcement of the ordinances pertaining to cats (Section 5-59).
- Gaithersburg and Rockville - ASD offers only enforcement related to the Rabies Control article (Sections 5-42 through 5-58).

Both field staffs designate an employee as being “on-call” after normal operating hours. Within MCHS, on-call responsibilities “begin at 2300 hours on the night their week begins. Staff must also provide coverage for any time off during their call week, regardless if there is an overnight driver.” MCHS offers an overnight driver 5 nights per week (Sunday through Thursday). During emergency call-out periods, MCHS responds only to calls involving sick or injured animals (the agency will impound confined strays during this period, if the complainant is insistent on having the animal picked-up).



ASD Field Service Delivery Vehicle

Within ASD, on-call service begins at the end of the last operating shift. An on-call policy is offered to ensure the “immediate safety of animals” such as:

- Exposures to extremely cold weather.
- Uncollected, non-fatal injuries to animals,
- Trapped animals.
- Other similar emergency services.

Upon receipt of such a call, the on-call ASD Officer will assess the complaint, and may “react” by:

- Calling the complainant for more information.
- Requesting additional actions by Humane Society personnel in the shelter.
- Responding.

It was suggested, by several MCHS employees, that a few after-hour complaints were “passed-off” to MCHS as some ASD officers were not able to respond to the scene in a reasonable amount of time (the Study Team was advised that some ASD officers live over 1-hour in travel time from the Animal Shelter). However, the Study Team was not provided any information to substantiate these claims. *(Note: Since the agency covers such a large geographical area, ASD might consider having multiple officers on-call each night, such as 2 officers each covering one-half of the county. Such a practice is common in larger coverage areas).*

Field Staffing

A review of the current employee roster indicates that ASD has a total of 7 Animal Control Officers on staff (at the time of this study, one ACO position was vacant).

Field Operations is overseen by the Deputy Director (Program Specialist II) who is responsible for managing the day to day operations and for first-line supervision.

Within MCHS, Field Operations is overseen by the Field Supervisor (although this employee is a manager, the job description is the same as a Field Service Unit Technician). During the on-site study, this MCHS worker actually was assigned to answer calls in the field. It is a common practice in Animal Control/Care work for field supervisors to assist in answering calls or backing other officers when call loads become heavy or manpower shortages occur. However, once manpower levels increase, this employee should be utilized primarily for overseeing field employees and assisting Field Service Unit Technicians with challenging situations.

Shift coverage varies throughout the week for both agencies (depending on court hearings, staffing levels, etc.), with evening and weekend coverage. The Study Team felt that the current hours for field operations was effective. Both ASD and MCHS, with their combined efforts, offer more service hours than typically found within Animal Control/Care work. ASD and MCHS should be commended for their efforts.

Determining Field Staffing Needs

Determining the optimum or desirable number of Animal Control Officers has remained an elusive goal for the profession. Several professional groups have tried to develop a model for justifying the desired level of officers. In some cases, this model appeals to budget officials and executives because of the apparent scientific approach to this issue.

Results, however, have been mixed. In some cities, the model has done nothing more than measure the volume of work and provides a basis for deploying personnel.

The service spectrum in each Animal Control department varies according to the management style and philosophy of the director, policies of government and community expectations. Where cities or agencies only count the calls for service within a community to determine optimum staffing, officer safety, citizen safety and major types of service delivery are not factored into overall staffing needs. In Animal Control work, enforcement responsibilities, population density and diversity, along with coverage area need also be a consideration for future planning.

Staffing which is determined solely on the ability “to respond quickly to a call” does not address a basic Animal Control/Care responsibility - protection of people and animals. Policies, and in some instances, ordinances affect staffing needs. In cases where officers can give warnings or educate violators to prevent future occurrences, the officer has

spared an animal the distress of impoundment or reduced the possibility of further violations. Attendance in court by officers also affects availability.

Although there is no universally accepted scientific methodology for determining the number of Animal Control Officers needed in a given jurisdiction, the National Animal Control Association utilizes the “calls for service” model in determining an appropriate number of personnel. The basic elements of the “calls for service” model are as follows:



ASD Truck

- Each 8-hour Animal Control position requires 2,920 hours to fill one shift for 365 days.
- Officer availability for staffing is determined by deducting from 2,080 hours (the maximum for one year), and the time required for vacation, sick leave, court time, “flex” days and training. In using this model, the average number of hours dedicated to Animal Control for Animal Control will be 1,832 hours (a standardized ratio), or 229 days.
- Determine the relief factor (relating to the number of officers needed to fill one position for the entire year) by dividing the number of days of work required for each beat area in a year (365) by the average number of days officers actually work in a year. In using this ratio, the 365 divided by 229 = 1.60 officers per day, per beat area.

Officer Availability

Officers are required to report to work at the moment their shift begins. Normally, an informal information exchange between field officers takes place before officers enter the field. ASD management is currently developing a policy which would direct ASD Officers into the field at a specific time. Workers do receive a lunch break (one-half hour).

Vacation, sickness and court appearances will dictate shift support. Overtime is sometimes allowed and relief officers can be called in to assist. The Study Team attempted to assess the approximate level of time committed by ASD Officers in Animal Services. Based on current field officer deployment, officers typically spend 6-7 hours (for 8-hour shifts) and 8-9 hours (for 10-hour shifts) in the field.

Distribution of Workload

Requests for service are separated into “priority” classifications. While the ASD Policy and Procedure Manual offers a “Complaint Receipt, Dispatching and Response” procedure, this

policy does not specifically define priority calls. Instead, a March 1999 memorandum included within the MCHS Policy and Procedure Manual describes priority calls as follows:

Table 6.3 Service Priority Classifications

Situations Covered	Suggested Priority
Any report of an injured animal.	1
Any report of a diseased animal.	1
An animal confined in a vehicle – inclement weather.	1
Animals living in an unsuitable environment.	1
An animal confined in a trap.	2
Any animal bite that breaks the skin of a human.	2
Any animal scratch that breaks the skin of a human.	2
Removal of wildlife from inside a building.	2
Domestic animals attacking humans (not a bite).	2
Domestic animals that attack other animals.	2
Domestic animals acting aggressive towards humans/animals.	2
Animals running loose in areas where they should not be.	2
Any potential human rabies exposure.	3
Confined domestic animals requested for removal.	3
Barking dogs disturbing the peace.	4
Any complaint of a dead animal.	4
Other activities requiring action by ASD or MCHS.	Any

Source: MCHS

During short staffing conditions, officers will take all priority calls, however low-priority calls may be handled the following day (or later). ASD officers are encouraged to take a balanced approach between public relations and enforcement to promote problem resolution. Service delivery appeared to be approached uniformly among all ASD officers. Information regarding ASD field activity appears in Appendix L.

Patrol Districts

Although ASD has identified 6 coverage districts (an additional officer is a “floater”), ASD dispatches officers to calls anywhere in Montgomery County. It is fairly common for dispatch to send field personnel from one area to another when the call satisfies the prioritization list or there is a shortage of manpower on any given shift. Staff members are provided maps (which details exact street locations) to assist in determining jurisdictional responsibilities.

Personnel are not routinely rotated into different districts. Rotating zones gives officers a chance to become familiar with different areas of their service delivery region. Since all statistics are presented in a summary format, it would be impossible for the Study Team to determine the equality of district boundaries.



MCHS - Jeep Cherokee

Calls for Service

An in-depth analysis of “calls for service” was not possible. What data that was provided to the Study Team separates calls for service by type and a cumulative total for all complaints. Information regarding calls per shift or beat area was not offered for review.

Limited information was provided to the Study Team on workload, which represents a major data source for determining staffing levels within the agency. *Note: The Study Team was advised that once the Office Automation Administrator I position is filled, this employee will be assigned the task of analyzing service-related activities.*

Human Resource Management

ASD Officers are identified by titles and achieve certain levels of pay grade. Most Animal Control/Care organizations have initiated a military type “rank” system, which can strengthen the chain of command within field operations. A ranking system gives recognition to long-term employees that receive no other benefits for their longevity. This acknowledgment also promotes more professionalism in the field. NACA has found that animal control/care organizations benefit greatly from this type of structure.

Field Communications

Information on field communications may be found in Chapter 4, “Communications.”

Vehicles - ASD

Field Service Delivery Vehicles (FSDV) are used by ASD Officers to provide service response. Within ASD, there are 7 vehicles in the fleet (6 vans and 1 truck). The vans are “cargo” type vehicles, which protect the animals from the elements. All vans are equipped with cages to confine animals during transportation. These units utilize open air vents and windows to provide fresh, outside air. Vehicles are also equipped with cab-entry heating and air conditioning. Five of the vans offer an “open-air” partition (separating the cab portion of the vehicle from the cargo area), which allows heat and air conditioning into the animal holding sections. The remaining van offers a fully enclosed partition, which does not allow heating or cooling into the cargo area.

The truck unit is primarily used to transport large dead animals and is equipped with a “Tommy Lift” and winches.

The vehicles are kept clean and in good repair. A fleet management schedule is offered to replace vehicles once a maximum mileage range and age is achieved. Scheduled maintenance is performed by the County garage. Officers are responsible for maintaining all their vehicles and related equipment.

ASD officers usually drop off impounded animals at the shelter whenever needed (vehicles are at capacity, injured/sick animals, weather conditions pose a threat to the animal). The average time animals spend on vehicles was stated to be a “couple of hours.” The receiving yard provides a secure place for the unloading of animals. Officers unload impounded animals in this area.

The FSDV’s appear to be sufficient for intended use, kept clean and well maintained (officers are required to clean and disinfect their vehicles “whenever needed” to prevent the spread of disease). The agency’s insignia appears on 5 of the vans (the new van is not marked at all), and these vehicles are identifiable with ASD. Phone numbers and public service announcements are not included.

Only the truck unit is equipped with an overhead light-bar. None of the van units offer any type of overhead lighting system. Since many Animal Control/Care related deaths involve personnel being struck by vehicles, NACA endorses the use of red or blue lights, where available for use by law. Otherwise, high-visible strobe-type lighting should be installed on all vehicles to increase visibility (the current trend in law enforcement is to utilize strobe-type lighting; ASD needs to research the legalities of using red or blue lights, since laws vary from state to state).

Vehicles – MCHS

Contractually, Montgomery County is obligated to provide “the vehicles it deems necessary for Society use in performing contract services. The vehicles may be provided by a sum paid to the Society, as the parties agree on a case-by-case basis. In no case may the cost of a vehicle exceed the amount paid by the County for similar vehicles. The title and ownership of all vehicles provided to the Society by the County, or purchased by the Society with funds paid under this contract will be transferred to the County free of encumbrance or debt at the expiration or termination of this contract. The Society must maintain vehicles provided by the County in a safe, working condition and good repair.” MCHS is responsible for vehicle cleaning, gasoline, oil and any routine maintenance.

There are 8 vehicles in the MCHS fleet (4 vans, 1 four-wheel-drive Jeep Cherokee, 1 four-wheel-drive Chevrolet 1500, and 2 trucks). At the time of this study, one of the van units was out of service because of an accident. The vans are “cargo” type vehicles, which protect the animals from the elements. All vans are equipped with cages to confine animals during transportation. These units utilize open air vents and/or windows to provide fresh,

outside air. Vehicles are also equipped with cab-entry heating and air conditioning. These vehicles offer an “open-air” partition (separating the cab portion of the vehicle from the cargo area), which allows heat and air conditioning into the animal holding sections.

The 2 truck units are outfitted with commercial animal containment units, which protect animals from the elements. These vehicles offer air conditioning to the animal holding sections. The truck units are equipped with cages to confine animals during transportation. The Chevrolet 1500 and Jeep Cherokee are used during inclement weather and/or for answering calls for service by the “night driver.”

MCHS offers a fleet management schedule to replace vehicles once a maximum mileage range and age is achieved. Scheduled maintenance is outsourced by MCHS.



MCHS - Chevrolet 1500

MCHS officers usually drop off impounded animals at the shelter whenever needed (vehicles are at capacity, injured/sick animals, weather conditions pose a threat to the animal). The average time animals spend on vehicles was stated to be 45 minutes during the winter months, and 2 hours during the summer months. Under extreme circumstances, the longest period of time animals may spend on a vehicle is 7 hours. Based upon prior evaluations, NACA has determined that Animal Control/Care agencies typically drop off impounded animals at least 4 times per day (i.e.: mid-morning, prior to the officer’s lunch break, mid-afternoon and upon returning to the shelter at the end of the officer’s shift).

MCHS officers are required to clean and disinfect their vehicles at least once per week or when required to prevent the spread of disease. The agency’s insignia appears on each FSDV, and these vehicles are identifiable with MCHS. Phone numbers are also included, however public service announcements are offered on only 1 vehicle.

All FSDV’s are equipped with rotating amber lights (one vehicle currently offers high-visibility strobe lighting). Only 1 of the vehicles observed offered an overhead light-bar.

Equipment

Since Animal Control Officers typically have 10-times as much public contact as their police counterparts, it is imperative that personnel have access to safe and modern equipment.

ASD and MCHS currently offer the majority of field equipment. Designated staff members train entry-level employees on the use of equipment, and this training is documented. Within ASD, field personnel carry catch poles, flashlights, live traps, snappy snares, leashes, cages, a Polaroid camera, gloves (rubber and bite), halters, rope, pole nets, bolt-

cutters, first-aid kit and fire extinguishers. Officers are not allowed to carry sidearms or bite sticks (tactical collapsible baton), however they are provided pepper spray. *Note: At the time of this study, consideration was being made to allow ASD officers to carry bite sticks once training was provided by the MCPD Training Academy.*

Within MCHS, field personnel carry traps, wire carriers, leashes, catch poles, nets (several sizes) stretchers, blankets and towels. Officers are not allowed to carry sidearms or bite sticks, however personnel are offered pepper spray.



MCHS - Field Service Delivery Vehicle

Since there is an increasing threat of violence to Animal Control personnel on a national basis, ASD has submitted a funding request to provide high-risk ASD employees with bullet-proof vests while in the field.

Uniforms

ASD is responsible for purchasing most clothing and equipment. All ASD field personnel wear uniforms. The Study Team observed one basic uniform style during the course of the study period. Initially, ASD officers are issued shirts (long- or short-sleeved), trousers, coats and jackets. When uniforms show signs of wear, they must be replaced. Although there are currently no written regulations regarding “dress code” within the agency’s policy and procedure manual, the MCPD offers directives to address uniform issues.

Political pins are prohibited from being worn on the ASD uniform. The Study Team was advised that no ASD policies are currently in existence regarding hair, beards & mustaches. Uniform inspections are not routinely performed. Hats are not required to be worn.

Within MCHS, all field personnel wear uniforms. MCHS is responsible for purchasing some clothing and most equipment. The Study Team observed one basic uniform style during the course of the study period. Initially, officers are issued shirts (long- or short-sleeved), name tags and collar pins. Workers must purchase their own pants and shoes. A written memorandum regarding uniforms is offered within the agency’s SOP manual.

There are no MCHS policies which prohibit certain items from being worn on the uniform. The Study Team was advised that policies are offered regarding hair, beards & mustaches. Uniform inspections are not routinely performed. Hats are not required to be worn.

Enforcement Procedures

The Study Team had an opportunity to review enforcement procedures first hand. Weekday shifts were observed.

ASD provides protection from communicable diseases (rabies, salmonella and psittacosis), physical injury from vicious or dangerous animals, and animal nuisance problems. Domestic animals are protected from physical injuries, disease and starvation by impoundment when at large, and by correcting or preventing inhumane conditions under which they may be kept.

ASD enforces county and state animal-related laws. The general public has some knowledge about animal-related ordinances or ASD. The agency promotes its services and ordinance compliance primarily through field officers making public contacts, educational materials or media exposure.

ASD's primary enforcement responsibilities include any complaint involving public nuisance animals, animal cruelty and neglect, dangerous animals, animal bites and livestock complaints. Barking dog complaints are also generally handled by the agency. ASD contracts with MCHS to provide field services regarding wildlife, dead animals (the size of an opossum and larger), injured animal rescue, and confined, stray animal pick-up. *Note: This is the first time in a NACA audit that an agency was found to out source stray animal pickups. Typically, confined animals are usually found to be at-large, in violation of local Animal Control ordinances (ordinance violations are generally handled by the regulatory agency). These types of complaints are usually a community's most-requested call for service and is a mainstay of Animal Control work. However, the Study Team recognizes ASD's current staffing deficiencies. Until these deficiencies are corrected, it is recommended that the out sourcing of this work continue.*

ASD officers are trained in livestock handling and are offered halters and rope. The agency does not own its own stock trailer, however private contractors may be called to assist with transportation and for the temporary quartering of livestock.

Response to service calls is determined by existing ordinance, the amount and quality of information available about the problem, the ability to respond based on workload and staffing levels, and the type of response requested by the complainant.

ASD contracts with MCHS to transport injured or sick animals. ASD Officers or MCHS Field Service Unit Technicians typically transport ill or injured animals to area veterinarians, closest to the scene, for treatment. Stabilized animals may be transported to the Animal Shelter for evaluation (one Animal Technician is assigned on-call status each night for emergencies). The MCHS also offers several workers who have been certified to perform euthanasia.

ASD is also responsible for the inspection and licensing of commercial and boarding kennels, pet shops, riding stables and animal fanciers. ASD also licenses and inspects breeders and sellers of exotic birds as part of the Montgomery County Health Department's psittacosis prevention program.

ASD performs its own cruelty and neglect investigations. In addition, ASD offers a Cruelty Review Committee. This committee consists of members of the Animal Matters Hearing Board, plus the Deputy Director of ASD. The purpose of this committee is to review cruelty, neglect, and check condition cases investigated by the division to ensure timely response, proper handling of cases and completion of the investigation. This committee meets 6 times per year, and randomly selects 25-30 cases for review at each meeting. Specific cases may also be reviewed at the request of ASD, the committee or public at a meeting or whenever warranted. Any committee recommendations are provided to the reporting officer as well as the ASD Director. Compliance of those recommendations are reviewed at the following meeting.

Issuing citations is left to the discretion of the individual officer. Most of these offenses are classified as animal ordinance violations. There are no infractions that could result in a felony offense. The majority of citations are distributed for licensing, restraint or rabies vaccination violations. There are situations which would result in a mandatory citation (unlicensed and/or unvaccinated), however a mandatory court appearance is not required. Officers are allowed to void citations under certain circumstances. There are no ticket quotas, however citation statistics are utilized in the evaluation process (officers must achieve an 80% conviction rate). There is a written warning system currently in place ("Notice of Compliance"), however field follow-up is only performed when time permits.

Animal Handling Techniques

The Study Team did have an opportunity to view officers in capture situations. While each officer has his/her own techniques or style, it appears that most field personnel have had some training in animal handling techniques and are confident in their own abilities.

ASD and MCHS are provided most of the equipment needed to perform field functions, and emergency backup is available (either by another ASD Officer, a MCHS Field Service Unit Technician or a police officer) when required. Of those observed (ASD and MCHS), the Study Team felt that field personnel treated animals in a humane and professional manner.

MCHS officers are provided training in animal first aid, and vehicles are equipped with stretchers or other similar devices to minimize damage in transporting an injured animal. Training is also provided on what methods are used to protect the handler from injury.

Both agencies prohibit euthanasia in the field, so injured or ill animals must be transported to area veterinarians, wildlife rehabilitators, or the animal shelter for evaluation.

Chemical Capture

ASD owns a tranquilizer system (unknown type) for the remote chemical capture of animals. Three ASD Animal Services Officers have been trained in the use of chemical immobilization equipment, however this method of capture is not utilized because of the lack of a veterinarian to verify drug use (one officer claimed that this method is not used because management has a "lack of trust"). *Note: ASD is currently making arrangements with a local veterinarian for the purchase of drugs used to chemically immobilize animals.*

Field Report Writing

The Study Team determined that ASD field report writing is very limited. The reports that are completed are inclusive of written information or research. Daily activity logs are kept to document service calls. ASD Officers also write narratives in support of investigations, confrontations or other unusual circumstance (typically, narratives are entered directly into the Chameleon software system).



MCHS - Field Service Delivery Vehicle

ASD Officers complete field citations, written warnings, incident reports, affidavits and bite reports. The majority of those observed appeared to have some training in report writing and investigative skills.

Animal Bites

ASD is responsible for enforcing ordinances pertaining to animal bites. An animal is quarantined when the investigation and physical evidence confirms that a bite has occurred. A bite report is completed and any applicable citation/infracton is issued to the animal owner. The location of the quarantine (home, veterinarian, kennel or animal shelter) is determined by the investigating officer. Depending on the circumstances, an animal may be declared dangerous when:

- The animal, without provocation, killed or inflicted severe injury on a person.
- The animal poses a physical threat to humans because of specific training or demonstrated behavior.
- The animal's bite is poisonous.

ASD is required to investigate all potential rabies exposures. Dogs and cats are held in isolation for 10 days; this duration of quarantine corresponds with American Veterinary Medical Association recommendations. Wild animals are euthanised and sent to the state lab for testing.

Interagency Relationships

Most ASD field personnel agreed that relations with other agencies have remained positive throughout the years. ASD maintains a close alliance with Maryland Department of Natural Resources, Maryland Department of Health and Human Resources, Montgomery County Department of Housing and Community Affairs, Montgomery County Health and Human Services, local police departments, MCHS and area veterinarians.

Montgomery County Ordinances

The last revision of the County ordinance occurred in August of 1999. ASD is relied upon heavily when drafting new ordinances or upgrading current laws. The Study Team felt that the current County code was well written, easy to interpret and is consistent with other Animal Control/Care agencies. The Study Team was especially impressed by the "Prepayment for Care" section of the code (Section 5-303, C, 1 to 7) which requires the owner of an impounded animal to prepay the County for the estimated costs associated with caring for the animal while in the ASD's care.

Courtroom Procedures

The Study Team was unable to observe ASD courtroom procedures during the evaluation process. Personnel were interviewed on delivery methods and techniques. ASD is involved primarily with three court systems - Animal Matters Hearing Board, District and Circuit Court.

The Animal Matters Hearing Board is an independent body created by the Montgomery County Code. The Board is authorized by county law to hear and abate public nuisance, cruelty and vicious animal complaints. The Board consists of five volunteer members representing breeders, veterinarians, MCHS members and the public. These members serve 3-year terms and are appointed by the County Executive and confirmed by the County Council. The Board makes recommendations to the County Executive and Council concerning animal issues, such as regulations, legislation, ASD operations and budget. The Board also adjudicates appeals of decisions made by the ASD Director.

Citizens obtain an application to initiate a case and request a hearing before the Board. Once a request is received, a hearing date and time is assigned. Each party may have a lawyer or someone else as representative. Each side may also present witnesses and evidence to support his or her case. All testifying parties are sworn prior to their testimony. After the hearing has occurred, the Board deliberates and reaches a finding on the matter. A written "Finding of Fact and Order" is prepared and reviewed by the County Attorney's Office for legalities. Once approved, both parties are served copies of the order.

Either party may appeal the Finding of Fact and Order. Appeals are made to the Circuit Court and must be made within 30 days. Failure to comply with a Board order is a "Class A" violation and results in monetary penalties. ASD offers a Animal Matters Hearing Board Coordinator, a position which is funded outside the organization (AmeriCorps volunteer).

All ASD violations involve fines or court dates. ASD Officers are summoned to appear when violations are contested (the County Attorney usually interviews witnesses prior to their testimony). Officers usually meet with the prosecutor (via telephone) just prior to the hearing, and are required to have all pertinent information/evidence available at that time.

ASD workers face disciplinary action for missing court appearances. Personnel are compensated for time spent in court and are required to wear their uniform.

ASD field personnel have been trained in court testimony. Many have learned through outside training or by observing others in court. Most ASD officers also have had training on how to present evidence in court. Field records and any other information that officers need must be retrieved by the officer prior to court. The Police Department's Property Room (Rockville District Station) is charged with storing evidence and maintaining the chain of custody. Each ASD officer is charged with tracking any physical evidence regarding their cases (photographs are kept in the officer's individual file).

ASD also has a Polaroid camera available to assist in documenting serious crimes for evidence (ASD also has access to the MCHS video camera).

Summary Analysis of Field Operations

In the judgment of the Study Team, a review and assessment of ASD field operations indicates that the department is understaffed. Calls for service are allowed to "backup," frustrating the officer and the citizen who impatiently waits for them.

Data should be generated and analyzed annually in an effort to ensure the equality of district boundaries. A minimum of 1.6 field officers, per beat area, should be offered in each area. Using the "calls for service" model, ASD should increase weekday field staffing levels to 10 officers (the "calls for service" formula has been predominately used in Animal Control/Care work over recent years).

The Study Team was unable to determine the desired number of ASD field personnel for any evening or weekend shifts, since the lack of data for "calls for service" (specifically emergency call-outs and complaint demand for evening and weekend coverage) prevents a definitive recommendation on shift coverage.

Once manpower levels increase, ASD will need to identify an evening and weekend field supervisor (or "lead"). At no time should any shift be left unsupervised.

All calls for service should be answered before the end of the day, regardless of their nature. The practice of holding calls until the next day (or later) does not reflect well on the department's service delivery.

While the outsourcing of field service calls is not typically done in Animal Control/Care work, the Study Team does recognize that ASD's current staffing deficiencies prohibit increased enforcement responsibilities as it would create further backlogs in service response. ASD should consider regaining some obligations currently handled by the MCHS field unit once manpower levels increase.

Recommendations & Agency Responses

Recommendations 6.01 ASD and MCHS should reevaluate its call prioritization program to assure timely response to important calls and a reasonable response to non-priority

calls. Citizens should be informed of the approximate time for calls that are not critical. *Rating: 1*

ASD Response:

We concur in part. We believe the present call prioritization method is appropriate. Inadequate staffing levels is what currently affects response times to calls, not the method in which calls are prioritized. We will strive to give citizens realistic response times with the understanding that higher priority calls take precedence and may affect the response times to the lower priority call.

MCHS Response:

We concur. MCHS priorities are set by ASD. Every effort is made to inform callers of the expected time of arrival (ETA) but priority calls coming in after ETA is stated, are often a cause for change. Dispatcher is too busy to call patrons back to change ETA. MCHS dispatcher is responsible for the radio, tracking both MCHS and ASD staff, controlling security, opening of locked doors and the emergency phone line.

Recommendations 6.02 ASD should allocate enough field positions as to ensure the needs of citizens are met without undue delays. All calls should be answered before the end of each day. Based on the “calls for service” model, the agency should have a minimum of 10 officers on duty, for day-shift. *Rating: 1*

ASD Response:

We concur in part. We have requested 8 additional officers which would double our staff. Even if staffing was doubled the Division would still be unable to provide 10 officers on day shift. With the budget cycle this recommendation cannot be met in the rating 1 timeframe.

MCHS Response:

We concur.

Recommendations 6.03 With an increase in staffing levels, ASD should consider regaining some field responsibilities which are currently outsourced to MCHS. *Rating: 3*

ASD Response:

We do not concur. The Division believes the current contract services with MCHS are appropriate. Additional ASD staff would allow the Division to provide quicker response times, more thorough investigations and allow for more interactions with county citizens.

MCHS Response:

We concur and suggest holding strays be shifted to ASD.

Recommendations 6.04 Any shift involving ASD field personnel (except those that are on emergency stand-by) should be properly supervised. Any designated “lead” employees should be properly compensated for this added responsibility. *Rating: 2*

ASD Response:

We concur. The Division in its FY02 budget submission has requested two field supervisory positions.

MCHS Response:

N/A

Recommendations 6.05 Since ASD covers such a large geographical area, the agency should consider having multiple officers on-call each night, such as 2 officers each covering one-half of the county. Such a practice is common in larger coverage areas. *Rating: 1*

ASD Response:

We do not concur. We believe the call frequency does not warrant having two animal control officers on call. Also, with the limited staff at the present time, having two officers will result in burnout or morale issues. We will explore having a second officer volunteer to be on call during times when we project after hour calls to increase such as during periods of inclement weather.

MCHS Response:

N/A

Recommendations 6.06 Should MCHS manpower levels increase, the MCHS Field Supervisor should spend the majority of his time supervising line personnel. *Rating: 3*

ASD Response:

See MCHS response.

MCHS Response:

We concur.

Recommendations 6.07 ASD field personnel should be rotated into different zones every 90 days. ASD should gather and review workloads statistics annually to ensure the equality of district boundaries. *Rating: 3*

ASD Response:

We concur in part. As part of the community policing concept keeping officers in zones longer allows them to become familiar with their "beat" and allows the citizens to become familiar with the officer. We are currently reviewing workload statistics to ensure equal distribution through assigned zones and will continue to do so on a regular ongoing basis

MCHS Response:

N/A

Recommendations 6.08 ASD should consider implementing a military-style ranking system for field personnel. *Rating: 3*

ASD Response:

We do not concur. All officers are of equal class or grade within the county's personnel system. There is currently no provision under the county's personnel regulations or the bargaining contract to implement this recommendation. Merely ranking officers without advancing their pay or grade would serve no useful purpose.

MCHS Response:

N/A

Recommendations 6.09 ASD should offer specialized (promotional) positions to include cruelty and animal bite investigators. Such positions are common in larger Animal Control agencies and ensure the prompt handling and disposition of these types of service calls. *Rating: 2*

ASD Response:

We concur. Limited staff however currently prohibits the Division from taking this approach. Once staff is increased to sufficient size to respond efficiently to calls for service we can explore creating specialized positions.

MCHS Response:

N/A

Recommendations 6.10 ASD and MCHS should clean and disinfect animal compartments after every "unloading" to prevent the spread of disease. *Rating: 1*

ASD Response:

We concur in part. ASD cages that contained animals are cleaned after the animals are removed. The entire vehicle and empty cages are only cleaned and disinfected biweekly.

MCHS Response:

We concur. MCHS staff is instructed to disinfect all cages after they are emptied and is part of the Field SOP.

Recommendations 6.11 Public service announcements and phone numbers should be prominently displayed on the outside of all ASD and MCHS vehicles. *Rating: 3*

ASD Response:

We concur in part. We are currently working on updating the graphic designs on the vehicles, which would include the display of service numbers. Vehicles will not display public service announcements.

MCHS Response:

We concur and have had vehicles lettered as suggested.

Recommendations 6.12 ASD and MCHS should explore the legalities of using red or blue warning lights on Field Service Delivery Vehicles (officers should not use these lights to run “hot” or abuse traffic laws - they are intended to be used in a non-emergency state as added protection and safety when working in high traffic areas). Otherwise, high-visible strobe-type lighting should be installed on all vehicles to increase visibility. *Rating: 3*

ASD Response:

We concur in part. ASD has requested funds in its FY02 budget submissions for amber strobe overhead lighting. ASD vehicles will not be outfitted with red or blue lights as State law prohibits them on non-police vehicles.

MCHS Response:

We concur and request funding to implement.

Recommendations 6.13 ASD and MCHS should introduce a strict policy or mandate regarding animal transport in vehicles (such a policy would protect both agencies from liability claims). *Rating: 1*

ASD Response:

We concur. This recommendation will be implemented as part of the restructuring of the SOP's when the Office Automation Administrator I position is filled.

MCHS Response:

We concur and will implement within three months.

Recommendations 6.14 ASD and MCHS should solicit input from field personnel (not just supervisors) on what types of equipment upgrades they require. All equipment should be inspected regularly for damage/deterioration. Equipment should be issued to each individual officer. *Rating: 2*

ASD Response:

We concur. ASD has asked officers for recommendations on needs for additional equipment. A regular inspection of ASD vehicles and equipment has been implemented.

MCHS Response:

We concur and will implement within six months if funds are allocated for additional equipment.

Recommendations 6.15 ASD and MCHS field employees should be issued bite sticks to enhance officer safety. All personnel should be certified in the use of such equipment (including pepper spray). *Rating: 1*

ASD Response:

We concur. ASD is currently making provisions to train officers in the use of bite sticks (asps) and will issue the equipment once training is complete. We believe the county would have expanded legal liabilities if the county trained and issued asps to MCHS personnel. Therefore, we recommend MCHS use outside training such as NACA.

MCHS Response:

We concur and request funds to purchase bite sticks as a supplemental request for FY2001.

Recommendations 6.16 ASD and MCHS field personnel should be polled as to their acceptance of bullet-proof vests. This equipment should be purchased if endorsed by officers. *Rating: 2*

ASD Response:

We concur. ASD officers have been issued bulletproof vests.

MCHS Response:

We concur. At this time, ASD Officers have been provided with vests but not MCHS staff.

Recommendations 6.17 ASD and MCHS should develop policies regarding length of hair, beards/mustaches and specific items prohibited on the uniform. Field workers should be subjected to disciplinary action for violating the “dress code.” Both agencies should also solicit input from field personnel on what types of uniform upgrades they require. *Rating: 3*

ASD Response:

We concur. The ASD Director is already in consultation with police labor/relations regarding this issue.

MCHS Response:

We partially concur. Uniforms were provided by MCHS and all Field Staff is required to wear their uniform on the job. Length of hair, if worn clean and neat, beards and mustaches are not indicative of ability or skills. It is difficult to subject staff to disciplinary action when we are often short of staff due to the low pay rate and high turnover.

Recommendations 6.18 ASD should allow the use of chemical immobilization equipment in certain field situations. Anyone involved in the use of this equipment should be annually certified. Such certification should be well documented. Policies should also be introduced describing the situations which would require immobilization. *Rating: 3*

ASD Response:

We concur. ASD is currently developing an SOP for the use of the tranquilizer equipment. Three officers have already received formal training in the use of the equipment. The Division is having difficulty however locating a source for the tranquilizer drugs (veterinarian willing to dispense drugs to the Division under vet's drug permit). Chesapeake Wildlife Sanctuary has offered annual training and may also be a source for drugs.

MCHS Response:

N/A

THIS PAGE INTENTIONALLY LEFT BLANK

Chapter 7

Occupational Safety Procedures



CHAPTER 7

OCCUPATIONAL SAFETY PROCEDURES

The Study Team had an opportunity to review occupational safety procedures in the kennel and field areas of ASD and MCHS.

ASD has not identified anyone within the agency as safety training officers, however employees do have access to the Montgomery County Risk Manager. Occupational injury/illness statistics for both agencies were provided to the Study Team:

Table 7.1 **ASD Occupational Injuries**

Calendar Year	Type of Injury
2000	Carpal Tunnel Syndrome (1)
1998	Bite on Hand/Foot Injury (1)

Source: Montgomery County Safety Section

Table 7.2 **MCHS Occupational Injuries**

Calendar Year	Bite and/or Scratch	Rabies/Drug Exposure	Driving Related	Fall/Lifting	Not Described	Total
2000	0	0	1	0	0	1
1999	4	0	1	1	1	7
1998	6	0	0	2	1	9
1997	2	2	0	2	2	8
1996	0	0	0	1	0	1
1995	1	0	0	0	1	2

Source: MCHS

MCHS workers do not have access to a safety officer or a risk manger.

In 1998, an MCHS kennel employee was severely injured within the kennel area by a vicious dog. After this incident occurred, the agency hired 4 additional kennel workers to provide protection when dealing with aggressive dogs. Two kennel workers are now required to be present within these areas at all times while performing routine tasks.

To report an accident within either agency, the employee must notify his/her supervisor immediately. Injury reports are completed for all injuries and submitted for claims. Although Montgomery County does have safety policies currently in effect, employee safety issues are basically left unaddressed in both ASD manuals. The Study Team was advised that once the Office Automation Administrator I position is filled, this employee will be assigned the task of updating the SOP manuals and incorporating County safety policies into this material. In addition, safety issues specific to ASD will also be addressed during the

revision process. Some employee safety issues are addressed in the MCHS manual. Within MCHS, chemical containers are properly disposed of along with needles and other medical wastes. Only one eye wash station was observed (kennel closet) should accidental exposure to drugs or chemicals occur. There were no eye wash stations visible in vaccination or euthanasia areas. NACA recommends that eye wash stations be offered in *any* area in which chemicals or vaccines are dispensed. *Note: Additional eye wash stations were provided after the Study Team's visit, however the specific location of these devices is not known.*

MCHS employees receive training regarding OSHA requirements and Material Safety Data Sheets during their orientation. These materials are available at the Technician's Desk, located in the MCHS front office. ASD workers were not aware of the location of the Material Safety Data Sheets, however they could gain access to this material through management (if a manager was on duty). NACA recommends that Material Safety Data Sheets should be located in an area which may be accessed by any staff person, at any time, in case of an emergency. *Note: After the on-site visit, the Study Team was advised that ASD would incorporate the Material Safety Data Sheets within the ASD SOP.*

The frequency of assaults on employees is not common, but it does occur. Several ASD and MCHS employees have been threatened (verbally). Some ASD employees have received training in conflict resolution or have been trained in self defense. MCHS workers have not been offered this type of training.

Earlier this year, an MCHS evening dispatcher was assaulted by an individual attempting to break into the building. On some occasions, MCHS workers are left alone in the building at night and are required to serve citizens who drop-off animals after-hours. The Study Team felt very uncomfortable with this arrangement. Since MCHS stores controlled substances on the premises, and drug theft from animal shelters is occurring more frequently throughout the United States, the facility might become a target for criminal activity during those periods when an employee was left alone in the building. The agency may be better served by constructing a "safe room" (citizens enter a secured area with a "teller" type window; pass-through cages allow citizens to place animals in a cage from one side, while a shelter employee may remove the animal from the other side) or hiring a night security guard.

MCHS workers are instructed to contact the Police Department regarding any potential criminal activity. MCHS staff members are also allowed to refuse any visitor entry into the building should the employee feel uncomfortable with the situation or the visitor does not have an animal to impound. There are no other safety procedures offered by either agency in regard to employees working after dark. *Note: MCHS management has also expressed some concerns regarding the night dispatcher being left alone, and has suggested that ASD increase security fencing and lighting.*

None of the ASD or MCHS staff were known to carry occupational exposure advisory cards. New employees are advised, when hired, of the possible health risks they may face, and how to recognize and avoid those risks. ASD is currently coordinating with the MCPD

Training Academy to offer ASD and MCHS employees training in defensive driving techniques. ASD reviews driver's licenses randomly for validity; MCHS does not (the worker's driving record is checked prior to hiring). First aid and CPR classes are offered to ASD employees; MCHS workers do not receive this type of training.

Any MCHS worker who handles animals is offered the rabies prophylaxis. Tetanus vaccinations are offered only if the employee is injured, while hepatitis vaccinations are not required. Within ASD, the rabies prophylaxis is mandatory for all ASD Officers; hepatitis and tetanus vaccinations are not. NACA recommends that any employee who is classified as a "high risk" (field officers, shelter personnel, office workers and volunteers who handle domestic and wild animals) should be offered the rabies prophylaxis and a tetanus vaccination. Any field officer susceptible to physical confrontations should also be vaccinated for hepatitis.

Vehicle accidents involving employees are investigated by law enforcement officials. Both agencies provide investigative materials (reports, photos, diagrams) in the event of claims. The Police Department offers a policy regarding safe ASD vehicle operation. It is unknown if there is any MCHS policy currently in force regarding safe vehicle operation. MCHS offered the following information regarding vehicle accidents:

Table 7.3 **MCHS Vehicle Accidents**

Calendar Year	Description of Accident
2000	Rolled van trying to avoid hitting a herd of deer.
1998	Right turn into traffic.
1998	Improper lane change.
1998	Improper lane change.

Source: MCHS

Within the Customer Service area, there is a counter to separate the public from employees, however there is no physical barrier (such as a door) to prohibit visitor access into the office area. The entire area should be redesigned to isolate employees from possible assault situations. *Note: This issue will be addressed in the current facility engineering study.*

Catch poles, eye protection, gloves (disposable and bite) and aprons are provided to MCHS kennel workers. It is unknown if decibel levels have been tested within the kennel areas. Ear plugs are provided, however it is not mandatory that MCHS employees use them.

Wet floors tend to be inherent in animal shelters due to the nature of the business. Since most cleaning tasks are performed before the kennel is open, visitors receive limited

exposure to wet floors in any area where the floors are porous. Squeegees, mops and fans are used to facilitate the drying process (in addition, “wet floor” signs were offered to notify visitors of this potential risk).

Fire exits are posted in most areas of the facility. The location of fire extinguishers is a part of new employee orientation. Most employees know where the extinguishers are from having seen them around. A fire and security system is present (8 video cameras, 2 monitoring areas, and a time-lapse video recorder). The ASD and MCHS staff are currently meeting to formulate an evacuation plan relating to the emergency withdrawal of impounded animals.

Recommendations & Agency Responses

Recommendations 7.01 A continuing safety program should be developed for ASD and MCHS employees. Areas that should be included are animal behavior and handling, lifting techniques, self defense, conflict resolution, and zoonotic diseases. *Rating: 1*

ASD Response:

We concur. ASD will implement as part of recommendation 2.13.

MCHS Response:

We concur. Training funds were requested in the FY2002 budget.

Recommendation 7.02 The use of protective equipment/clothing by either agency should be mandated to guarantee employee safety and protect ASD and MCHS from liability. *Rating: 1*

ASD Response:

We do not concur. We encourage the use of protective clothing (vests) and equipment (pepper spray) but police department directives and the bargaining contract does not mandate the use.

MCHS Response:

We concur and will investigate protective equipment. Funds are not currently available for purchase.

Recommendation 7.03 Eye wash stations should be installed in euthanasia, vaccination and chemical dispensing areas should accidental exposure to chemicals or drugs occur. *Rating: 1*

ASD Response:

We concur. This recommendation has been implemented.

MCHS Response:

We concur and have implemented.

Recommendation 7.04 ASD's Material Safety Data Sheets should be located in an area which may be accessed by any staff person, at any time, in case of an emergency.

Rating: 1

ASD Response:

We concur. This recommendation has been implemented.

MCHS Response:

We concur. MSDS sheets have always been available at the Technician Desk in the front office.

Recommendation 7.05 MCHS should monitor and evaluate the need for after-hour animal intake services. This benefit should be eliminated, if necessary. If this service must be continued, the agency may be better served by constructing a "safe room" (citizens enter a secured area with a "teller" type window; pass-through cages allow citizens to place animals in a cage from one side, while a shelter employee may remove the animal from the other side) or hiring a night security guard. *Rating: 1*

ASD Response:

See MCHS response.

MCHS Response:

We partially concur. We think it is vitally important to receive sick, injured or stray animals during the night. Metropolitan Emergency Animal Clinic was requested to accept night dropped off animals but they could not accommodate our request. We do concur that a "safe room" should be constructed or a night security guard hired.

Recommendation 7.06 ASD and MCHS employees should be issued occupational exposure advisory cards. *Rating: 3*

ASD Response:

We are not clear what is being called for here through the review of the NACA report. We feel adequate information is readily accessible for all occupational safety concerns.

MCHS Response:

We concur and will investigate occupational exposure advisory cards.

Recommendation 7.07 Any ASD or MCHS employee that operates an agency vehicle should be certified in defensive driving techniques. Driver's licenses should be reviewed annually for validity. *Rating: 2*

ASD Response:

We concur. Driver's licenses are routinely checked. Arrangements are being made to instruct ASD staff on defensive driving. We feel the county would have expanded legal liabilities if the county trained MCHS personnel. Therefore we recommend they use outside training.

MCHS Response:

We concur. If funds are provided for defensive driving techniques, MCHS staff will attend. MCHS insurance carriers frequently review driving records.

Recommendation 7.08 MCHS employees should be trained in CPR and first aid. *Rating: 2*

ASD Response:

See MCHS response.

MCHS Response:

We concur and will request the opportunity to attend County CPR and first aid classes.

Recommendation 7.09 ASD and MCHS field personnel that are susceptible to risky situations or possible physical confrontations with the public should be vaccinated for hepatitis. *Rating: 3*

ASD Response:

We concur. ASD employees have been offered hepatitis shots. The shots however are not mandatory.

MCHS Response:

We concur and will request supplemental funding for hepatitis vaccinations.

Recommendation 7.10 Any ASD and MCHS employee that has contact with animals should be offered the rabies prophylaxis and a tetanus vaccination (these preventative treatments should be made mandatory). *Rating: 2*

ASD Response:

We concur in part. ASD and MCHS field personnel receive mandatory rabies vaccinations. Tetanus would be given by treating physicians at the time of the injury if it was warranted.

MCHS Response:

MCHS concurs and currently provides pre-exposure rabies vaccinations with funding from Montgomery County. Tetanus vaccinations are provided under Workman's Compensation if staff incurs an animal bite.

Recommendation 7.11 Decibel levels should be tested within the kennel areas to determine if unsafe conditions exist for MCHS workers. Ear plugs should be mandatory for kennel employees. *Rating: 1*

ASD Response:

We concur and will coordinate with Risk Management and the code enforcement unit, which regulate decibel levels.

MCHS Response:

We concur and have requested testing several times. A sample test in 1998 showed decibel ranges potentially dangerous to staff.

Recommendation 7.12 The customer service area should be redesigned to isolate employees from possible assault situations. Panic buttons should also be located in an area easily accessible by MCHS employees in the event of an emergency. *Rating: 1*

ASD Response:

We concur. ASD has submitted a budget with a request for funds to make improvements to the lobby area. With the budget cycle this recommendation cannot be met in the rating 1 timeframe unless supplemental funding is obtained.

MCHS Response:

We concur. Panic buttons were requested from the Montgomery County Police Department several months ago after a safety survey showed this to be a priority.

Recommendation 7.13 ASD and MCHS should develop and implement an evacuation plan should a disaster occur. *Rating: 3*

ASD Response:

We concur. ASD and MCHS are currently working to establish an evacuation plan.

MCHS Response:

We concur and will implement within three months.

Chapter 8

Licensing



CHAPTER 8

LICENSING

Montgomery County ordinance requires that all dogs and cats 4 months of age or older must have a current rabies vaccination and a County license. A review of county and state regulations indicate that:

Montgomery County Code, Chapter 5: Animal Control

Section 5-203. Public Nuisance and Other Violations.

(A) *Violation.* An owner must not:

(9) Refuse or fail to obtain a license for a dog, cat, or ferret as required by State law or this Chapter.

Section 5-401. Dog and cat licenses.

(A) The Director must implement the State dog licensing laws that apply in the County and must apply the same licensing requirements to cats. The Executive may set fees for cat licenses that are different than the equivalent fees for dog licenses.

(B) The County Executive must, consistent with State law, set fees by regulation under method (3), and issue other regulations (such as a regulation authorizing different fees or free licenses for dogs or cats meeting certain age or other requirements) under method (2) to implement this Section. The regulations must coordinate dog and cat licensing with rabies vaccination under Section 5-402 and must require a dog or cat to wear its own legible, unobscured license tag attached to a collar or harness whenever the animal is outside the owner's home. *(End of code)*

Code of Maryland, Article 24, Title 11

11-501. License required; fees; dog tag.

(a) General provisions.- Except in Carroll County, Montgomery County, Howard County, and Washington County, on or before the first day of July of each year, the owner of any dog, six months old or over, shall apply either orally or in writing, to the county treasurer or to the tax collecting officer in said county for a license for each such dog owned or kept by him, and such application shall be accompanied by a fee of one dollar (\$1.00) for each male dog or each spayed female dog, and a fee of two dollars (\$2.00) for each unspayed female dog, and provided that kennel license shall be issued for ten dollars (\$10.00) to persons owning or keeping not in excess of twenty-five dogs and that a kennel license fee of twenty dollars (\$20.00) shall be issued to persons keeping more than twenty-five dogs. The said license or fee shall be the only license or tax required for the ownership or keeping of said dog or dogs. Such license shall be issued on a form prepared and supplied by the county commissioners. Such license shall be dated and numbered, and shall

contain a description of the dog licensed. Except in Carroll County, Montgomery County, Howard County, and Washington County, all licenses shall be void upon the first day of July of the following year. The county commissioners shall also furnish, and the county treasurer, or tax collecting officer issuing the license, shall issue, with each license, a metal tag. Such tag shall be affixed to a substantial collar. The collar shall be furnished by the owner, and with the tag attached shall at all times be kept on the dog for which the license is issued, except when confined in the kennel or when hunting in charge of an attendant.

(D) Montgomery County. - In Montgomery County:

(1) The fees for dogs shall be determined by the County Executive of the County.

(2) A dog license shall expire when a rabies vaccination certification issued under 18-319 (A-3) of the Health-General Article expires. *(End of code)*

ASD offers rabies clinics 6 times per year at the animal shelter. These clinics are staffed by licensed veterinarians and are open to dogs, cats and ferrets. The rabies vaccination is offered free to any Montgomery County resident, and citizens are allowed to purchase licenses at that time. License fees are as follows:

- Altered pet-\$8 (1-year)/\$24 (3-year)
- Unaltered pet-\$15 (1-year)/\$45 (3-year)
- Reduced fee-\$4 (1-year)/\$12 (3-year)
- Juvenile (up to 1 year) - No charge

The agency also offers a reduced license fee for Public Assistance recipients. The license year runs 12 or 36 months from the date of license purchase (licenses actually expire when the rabies vaccination certification expires). Tags may be purchased through the animal shelter or via mail.

The Office Services Coordinator is responsible for generating license renewals, collecting money, and tracking license sales. This worker's duties and responsibilities appear in Appendix B.

The agency promotes its licensing program through information distributed to the public, the agency's Internet website or through contacts by ASD Officers.

It is unknown if any audits or integrity checks are performed on clerical entries of licensing information. Money generated from license sales is placed in the County's general fund and used to offset program expenses. Historical data regarding licensing sales is presented in the chart located on the next page. It should be noted that the most recent license data presented to the Study Team is from 1997.

Table 8.1**License Data**

Year	Unknown	Juvenile	Unaltered	Altered	Total
1997	350	1,866	2,735	20,548	25,499
1996	797	4,066	3,716	24,728	33,307
1995	763	5,320	2,965	28,494	37,542
1994	1,716	4,400	7,084	29,545	42,745
1993	1,495	0	9,732	31,269	42,496
1992	866	0	13,377	31,996	46,239
1991	9	0	13,741	28,555	42,305

Source: ASD

Recommendations & Agency Responses

Recommendation 8.01 Audits should be routinely performed to insure the integrity of licensing data entry. *Rating: 3*

ASD Response:

We concur. The licensing manager already conducts routine limited audits.

Recommendation 8.02 ASD should explore the possibility of allowing local veterinarians to sell license tags. This procedure is fairly common throughout the United States and would enhance the current license program. *Rating: 3*

ASD Response:

We concur. The licensing manager has been instructed to have a program up and running within six months.

Recommendation 8.03 Information regarding the actual number of licenses sold should be tracked annually and offered in a summarized format. *Rating: 3*

ASD Response:

We concur. ASD was generating the recommended reports when the Office Automation Administrator I position became vacant. The reports were suspended when the position became vacant but will resume once the position is filled.

Chapter 9

Employee Attitude Survey



CHAPTER 9

EMPLOYEE ATTITUDE SURVEY

The Study Team conducted several interviews with ASD and MCHS personnel. During the course of these discussions, employees identified areas of strength and weakness within their organization. All of the following comments were made by personnel. These remarks should not be perceived as “employee grumbling,” but rather as meaningful, constructive criticism which may pinpoint problems and develop solutions. There were several multiple comments on the same issues (edited for space reasons).

ASD Opportunities for Improvement

Need more field staff.
County should build a larger facility.
Equipment needs to be improved.
ASD needs to introduce vehicle purchase criteria.
Job burnout.
No upward mobility.
There is a lack of staff in the office.
Workers feel that the agency is more reactive than proactive.
Response times to calls could be improved.
Staff not recognized for doing their job.
Need a professional dispatcher.
Should build a larger building.
ASD should improve our equipment!
Abuse of sick time is a problem.
Zones are too large for officers to cover; promotes slow response times.
More office staff needed to help with both office and licensing.
Need state-of-the-art vehicles with working radios.
Staff needs on-going and updated training.

ASD Strengths

Willingness of staff to do everything they can do.
Workers go beyond the call of duty.
Staff is aware of the agency's goals and mission.
Customer service is strong.
Agency reunites pets and has a strong adoption program.
Foster program is an agency strength.
Staff is an asset.
ASD keeps the public safe.
Staff cares.

ASD Strengths (con't)

Agency carries out its mission.
ASD protects people and animals.
Tenacity on any issue.
Bend over backwards to return animals to owners.
Level of care for animals is excellent.
Adoption program (MCHS) is strong.
Agency is performing twice as much work now than 5 years ago.
Staff has a team-player attitude.
Good communication between officers.
Best group of working officers. They are good in dealing with the public.
The Principal Administration Aide gets things done.
Staff is there for more than a paycheck.
We do the best we can with the limited staff we have.
Staff is hard-working and caring.
The ASD staff is like family.
Pool of knowledge among officers is our strength.

MCHS Opportunities for Improvement

Underpaid staff, building renovation.
Field offices feel supported by their immediate supervisor, but not beyond that range.
Can't keep good people.
When an employee is sick or out, there is no one else to work; some must work overtime.
Pay is too low (multiple comments).
Lose good staff to other agencies (and careers).
MCHS management is resistant to change.
Little staff appreciation (management believes a paycheck is enough).
ASD puts forth little effort to prosecute cruelty cases.
Need to hire quality personnel.
MCHS should begin in-house spaying and neutering.
Field officers need cell phones and portable radios.
Need more assistance from Dept. of Natural Resources regarding wildlife complaints.
Management constantly questions employee's actions.
Field officers need training in chemical immobilization.
Need to build an overflow facility.
Customer service area is understaffed in evenings and on Saturday.
Adoption process takes too long.
Support from management is nonexistent.
Workers need more training on Microsoft Access and Crystal.
Entire staff needs more training.
Need an updated version of current accounting software.
Got to find more space!

MCHS Opportunities for Improvement (con't)

No recognition of staff achievements.
Lack of staff creates extra burdens for other workers.
Managers play "favorites" with certain employees.
Need a "desk" ASD Officer to issue citations (several comments).
Should build stations in customer service area.
There is no quality control for hiring workers.
Need to hire qualified workers genuinely interested in animals.
We've got to find some relief workers!
Need more kennel staff.
ASD doesn't answer their calls promptly. They don't have enough responsibilities.
Need a phone menu system.
Why can't counter people input license tag sales?

MCHS Strengths

Helping sick and injured animals.
Teamwork.
Response times are good.
MCHS has a good adoption rate.
Agency gets animals back home.
Employees care.
Responsiveness to animals.
Field will not pickup surrendered animals - owners bring them in.
Care of the animals.
Veterinary community support.
Level of care for the animals is exceptional.
Customer service is good.
Agency performs humane euthanasia.
MCHS offers adoption house-checkers.
We do the best with what we've got!
All MCHS programs are great!
We care about the animals.
MCHS lost and found program is a real benefit.
The agency covers medical expenses for adopted animals.
Our adoption program is our strength.
Public relations and education programs.

Recommendations & Agency Responses

Recommendation 9.01 ASD and MCHS should develop a system for routinely collecting relevant information on employee complaints and disciplinary actions. *Rating :3*

ASD Response:

We concur. ASD has implemented this recommendation by conducting routine staff meetings and conducting weekly "one on one" sessions between supervisors and subordinates.

MCHS Response:

We concur and will implement immediately. MCHS did offer a "suggestion box" for many years but removed it recently due to lack of use. We will provide this collection area again.

Recommendation 9.02 ASD and MCHS should introduce an employee idea program (with possible financial incentives) to encourage new and innovative concepts in improving service delivery. *Rating: 3*

ASD Response:

We concur. ASD believes its current system of routinely encouraging staff input at meetings and using the county's mini award program is adequate.

MCHS Response:

We concur and do encourage participation and ideas in regularly scheduled staff meetings. Changes in policy or service delivery ideas must be provided to the MCHS Board of Directors before implementation.

Recommendation 9.03 MCHS should develop a committee of line employees/managers to improve communication between both groups and stimulate the exchange of ideas. *Rating: 1*

ASD Response:

See MCHS response.

MCHS Response:

We concur and will implement within three months.

THIS PAGE INTENTIONALLY LEFT BLANK

Chapter 10

Community/Interagency Relations



CHAPTER 10

COMMUNITY/INTERAGENCY RELATIONS

ASD Description of Services

ASD attempts to promote itself as a positive influence within the community. Lack of staffing and resources limits proactive community involvement. Although the agency believes that it has developed a positive relationship with the media, it is felt that the agency has failed to use this resource as a way to communicate needs and concerns to the general public. Due to limited staffing, ASD does not issue public service announcements, however the agency does offer weekly information on ASD activities to the *Washington Post*. Literature distributed to the public includes printed information on field and shelter services (MCHS), licensing and the Animal Matters Hearing Board. If any issue involves the agency, then the ASD Director communicates with the media. The MCHS Policy and Procedure manual offers the following “memorandum” regarding media inquiries:

“This is a reminder that all calls from the media are to be referred as follows:

- Animal Services Division-related issues - Division Chief of ASD.
- MCHS issues - Humane Education Director (education issues or general information); Executive Director or Shelter Manager (inquiries regarding policy).”

The MCPD considers the promotion and marketing of all police divisions a priority and the improvement of media relations is an ongoing process. ASD currently participates, on a limited basis, in community speaking engagements. ASD attempts to accommodate all requests, however the problems with under-staffing makes it difficult to coordinate such events without placing additional burdens on other employees.

ASD offers a limited volunteer program, consisting of a licensing volunteer and the Animal Matters Hearing Board Coordinator. The agency promotes its services through its website, field officer contacts and the local media. The organization also distributes some information about ordinances and pet care (utilizing both ASD and MCHS materials).

The ASD staff feels that the organization must cultivate and improve media relations by providing information relating to positive aspects of the agency. The Study Team felt that all employees should take a more proactive approach to public relations and “sell” the agency to the community.

The organization interacts with several agencies; Maryland Department of Natural Resources, Maryland Department of Health and Human Resources, Montgomery County Department of Housing and Community Affairs, Montgomery County Department of Health and Human Services, local police departments, MCHS and area veterinarians. Although some differences in philosophies have surfaced, ASD attempts to maintain a positive, working relationship with all outside interests. The agency provides copies of monthly

reports to the ASD Director and other county officials. There is no Advisory Board currently in existence which supports this agency. ASD is considering the implementation of a Citizen's Advisory Board and a "hot fax" system (to establish communication between ASD, veterinarians, dog fanciers and kennels) at a later date.



MCHS - Mobile Adoption Unit

MCHS attempts to promote itself as a positive influence within the community. Dedicated staffing and resources offers proactive community involvement. The Community Outreach Coordinator oversees this area. This worker's duties and responsibilities appears in Appendix D.

The agency believes that it has developed a positive relationship with the media, and that it has used this resource as a way to communicate needs and concerns to the general public (the agency participates in a weekly cable television segment, radio interviews and "letters to the editor").

MCHS offers public service announcements and distributes literature to the public on agency services (shelter and field) and programs (education). Depending on the issue, the Humane Education Public Relations Director, Executive Director or the Shelter Manager communicates with the media.

The agency currently participates in pet responsibility/bite prevention programs, community speaking engagements and school presentations. Participation is unlimited since MCHS currently offers a staff (paid and volunteer) dedicated to this area.

MCHS also offers a structured volunteer program and promotes adoptable animals and services through local media groups, literature, an Internet web site and a mobile adoption unit. Both the ASD and MCHS web sites are a valuable resource regarding ordinances, licensing, pet care, and shelter/field services.

MCHS interacts with several agencies; local police departments, other government divisions (federal and state), DEA, local veterinarians, breed rescue groups and other community animal welfare organizations. MCHS provides written reports and statistics to ASD and the MCHS Board of Directors.

Citizen Issues

Several issues relayed to the Study Team are covered in other areas of this report. In addition, the Study Team was asked to address the following concerns:

ASD Director Turnover - Several citizens expressed concerns regarding the frequent turnover of ASD Directors. The Study Team was offered the following list of ASD Director terms since 1990:

- 1987 to 11/90
- 11/90 to 01/91 (acting)
- 01/91 to 12/94
- 12/94 to 02/97 (acting)
- 02/97 to 08/97
- 08/97 to 12/97 (acting)
- 12/97 to 05/98
- 05/98 to 02/00
- 02/00 to Present

ASD has experienced a significant level of turnover at the Director level over the past 10 years. This frequent change has resulted in various philosophies regarding the division's service delivery and has strained relationships with some members of the animal welfare community.

The MCPD Chief has pledged stability and support to ASD and that all command assignments and any future reassignments will be made for the benefit of the agency and the community. The Police Chief believes in a periodic rotation of division supervisors to enrich careers and managerial skills. Based on citizen concerns, the Study Team will comment regarding any possible future rotation of ASD Directors.

Typically, the ideal affiliation for any Animal Control/Care agency is with their local police department. Since most of these agencies are delegated with regulatory authority, it is logical to assume that these organizations should operate directly under the control of their local law enforcement department. Such a relationship benefits the Animal Control/Care agency, the Police Department, citizens and animals. NACA has long recognized these benefits and thus encourages these types of affiliations.

However, the Study Team does not approve of the "supervisor rotation" which typically occurs in most police departments. Such a move does not favor an Animal Control/Care agency because:

- Most police supervisors have not received any type of management training specifically geared for Animal Control/Care work, nor are they familiar with Animal Control problems or operations.
- The continued development of relationships with outside animal welfare interests is hindered by a constant change in personalities and philosophies.
- At the end of the rotation period, the Animal Control agency gains a new director, and the Animal Control staff is required to retrain yet another supervisor who possibly has no understanding of Animal Control work. The agency may also gain a Director who has no desire of being in Animal Control. Typically, some police department managers view Animal Control as a temporary "punishment" or "exile" by police

administration. Such a worker offers little in support of the agency, citizens and animals.

The Study Team speaks from practical experience; rotating supervisors is of little benefit to an Animal Control/Care agency. The Police Chief should seek out a supervisor within the department who desires to work in ASD. Such an individual should be considered for long-term assignment within the division, should he/she meet or exceed the Police Department's expectations.

Injured Animals

A few citizens expressed concerns regarding response times to injured/sick animal complaints. Since MCHS officers are not assigned beat areas, these workers typically are "waiting" at the Animal Shelter for dispatched calls (unless they happen to be in the field). ASD officers are assigned beat areas. A faster response (to alleviate prolonged animal suffering) to these types of service calls, during regular operational hours, may be achieved by requiring ASD officers to handle this responsibility (since these workers are already in the field, it would be reasonable to assume that travel time would be much less than that of MCHS). *It should be noted, however, that the Study Team was not presented any data regarding response times to these types of service calls. Thus, the Study Team cannot confirm the validity of those concerns.*

Citizen Feedback Regarding ASD

Lack of a long-term director is a real concern.
Currently no leadership; lack of oversight.
Officers don't want to respond to some calls.
There is a lack of followup on some calls; fail to contact complainant.
On-call officers very difficult to contact.
Licensing renewals are always sent out late.
ASD is undertrained, understaffed.
Some officers have a bad attitude.
A few officers really don't work too hard.
Cruelty investigations are poor; no followup.
No public education is performed by ASD.
The Animal Matters Hearing Board is not effective.

Citizen Feedback Regarding MCHS

No financial accountability.
MCHS is supposed to pay a fair wage to employees.
Management practices very poor and questionable.
Adoption process too slow (several comments).
Pension plan offered only to select employees.
MCHS has several poor managers.
A paid MCHS employee serves on the Board of Directors.

MCHS is undertrained, understaffed.
Staff members are not appreciated.
MCHS should offer a policy regarding appearance (i.e.: body piercing).
Why can't previous MCHS adopters adopt without going through the process again?
Counter area needs to be redesigned - too small!

Recommendations & Agency Responses

Recommendation 10.01 ASD should identify someone within the organization to coordinate educational services and speaking engagements. Such services should be promoted heavily within the community and initiated by ASD. *Rating: 3*

ASD Response:

We concur but limited staff makes it difficult to fully implement at this time. Additional staff has been requested in the FY02 budget submission. The Director and Deputy Director have offered to come out and speak with community groups as issues are identified and requests made.

MCHS Response:

N/A

Recommendation 10.02 ASD needs to increase its role and visibility within the community. The agency must cultivate and improve media relations by providing information relating to the positive aspects of ASD. The agency should take a more aggressive approach to public relations and "sell" the agency to the community on a continuing basis to increase support among taxpayers and improve its level of funding. *Rating: 3*

ASD Response:

We concur but limited staff makes it difficult to fully implement at this time. Animal Services Division recognizes this need and getting positive media attention from all police department units is one of the department's priorities. ASD has been active in this area with its weekly submission of "Animal Watch" to the Washington Post and the issuance of press releases for positive news stories related to ASD investigations and activities.

MCHS Response:

N/A

Recommendation 10.03 An ASD Advisory Board should be established. The new Board should develop and implement its own goals and objectives. The Board should write its own by-laws, defining its purpose and specific goals. A "conflict of interest" statement should also be added to the Board's by-laws. New ASD Advisory Board members should

be provided training or instruction regarding their Board responsibilities. All roles and functions should be clearly defined. *Rating: 3*

ASD Response:

We concur. The Director of ASD is currently working towards establishing an advisory board. This also would be consistent with police department district advisory boards.

MCHS Response:

N/A

Recommendation 10.04 The Study Team does not endorse the periodic rotation of ASD supervisors. The Police Chief should seek out a supervisor within the department who desires to work in ASD. Such an individual should be considered for long-term assignment within the division, should he/she meet or exceed the Police Department's expectations. *Rating: 3*

ASD Response:

ASD currently has no first line "supervisors." For the purpose of this response it is assumed NACA is referring to the Director and Deputy Director position. The Deputy Director position is a career merit managerial position. Although the department believes in a periodic rotation to enhance careers and managerial skills, rotation of the ASD Director on a two-year basis has not been proposed. All command assignments/reassignments will be made in the best interests of the organization and the community.

MCHS Response:

N/A

Recommendation 10.05 ASD and MCHS should review current policies regarding the response of field personnel to injured animal service calls. A faster response to these types of emergencies may be achieved by requiring ASD Officers to handle this responsibility during regular operational hours. *Rating: 1*

ASD Response:

Animal Control Officers are already backed up with high priority calls, such as, animal attacks, cruelty complaints and rabies issues. Current staffing precludes the Division from handling injured animals. This service is a contract item to be provided by MCHS.

MCHS Response:

We concur but if ASD responds and delivers animals to veterinarians, MCHS must make the medical decisions if we are to continue to fund the expenses. Medical expenses should be a budget item as it is contractually required.

A P P E N D I C E S



APPENDIX A

The Montgomery County Humane Society, Inc.

October 18, 2000
(Revised February 23, 2001)

By Fax 240-777-8254
And First-Class Mail

MEMORANDUM

To: Office of Inspector General

From: Montgomery County Humane Society, Inc.

Re: Animal Services Division Program Evaluation Report
April 2000

The Montgomery County Humane Society, Inc (MCHS) wishes to thank the Office of Inspector General and NACA for the time and resources expended in this evaluation and report. In our opinion, the report accurately and fairly depicts much of the circumstances at the Montgomery County Animal Shelter.

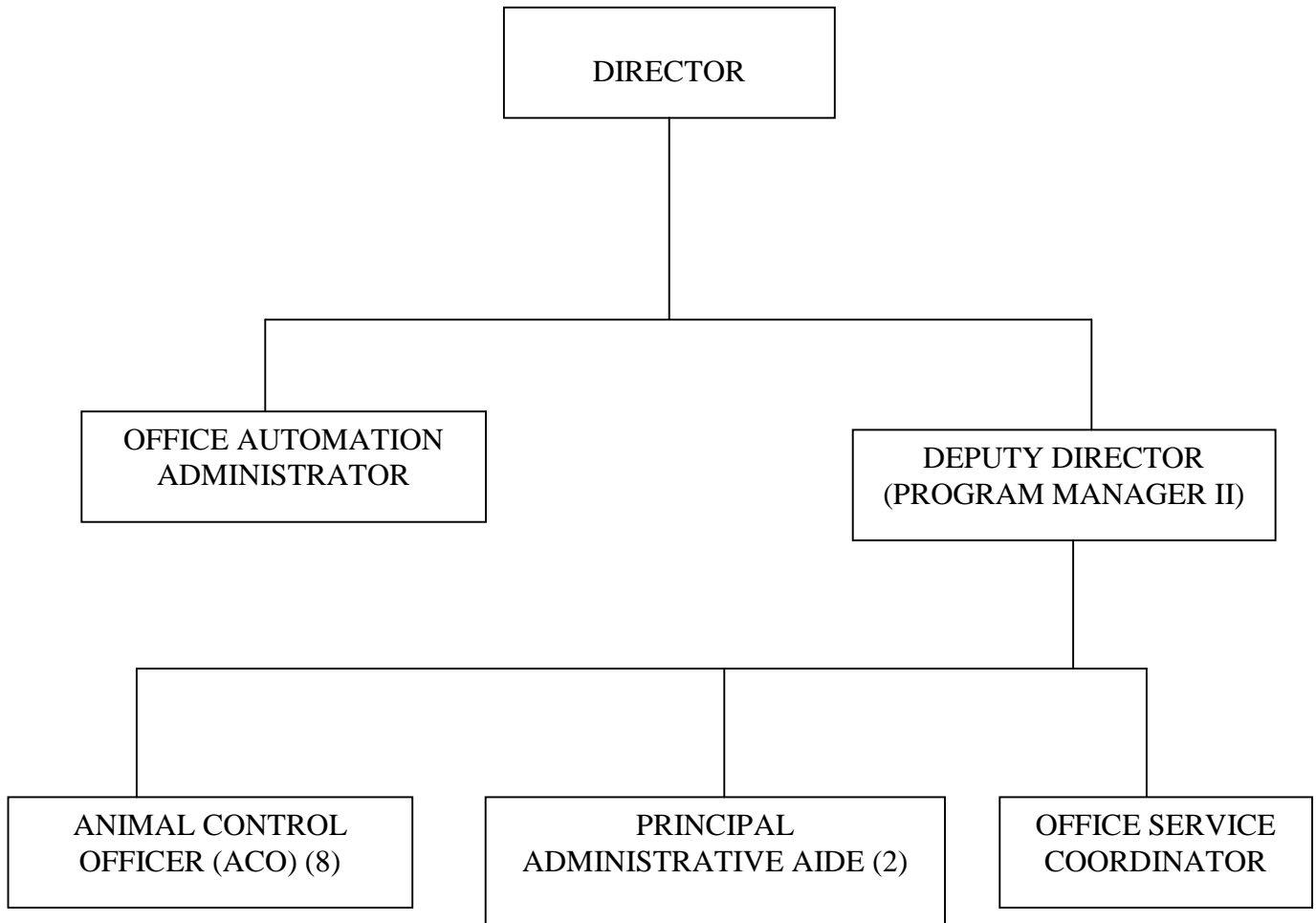
The Montgomery County Humane Society is a private, non-profit organization, that among its many other and varied charitable work for the animals and citizens of Montgomery County, are also contractors to the County Government. We welcome the opportunity to evaluate the observations, findings and recommendations contained n this report.

We are anxious to work with the County Executive, County Council and the Animal Services Division to advance the plight of the animals, improve working conditions for the MCHS staff and provide service to the community.



THIS PAGE INTENTIONALLY LEFT BLANK

**ANIMAL SERVICES DIVISION
ORGANIZATIONAL CHART**



Position Description
Animal Services Division Director

Source:

Montgomery County, Department of Police, Performance Planning and Appraisal Form.

Major Work Responsibility:

Manage Division of Animal Services. Will periodically assume role of Duty Commander.

Performance Guidelines:

Coordinate plans, schedule assignments and evaluate work by employees of ASD and ensure assignments are completed.

Conduct regular staff meetings for the purpose of discussing and evaluating the operations of the Division with Animal Services personnel.

Develop and seek training opportunities for Animal Control Officers and provide training for issued or available equipment.

Review current policy and make recommendations to enhance ASD operations as necessary.

Manage and oversee the animal licensing program to ensure efficiency and accountability and promote citizen compliance.

Review new and/or proposed Animal Control legislation and submit to the Office of the Chief of Police as appropriate.

Review and improve ASD administrative and operational practices as necessary to enhance customer service.

Ensure that effective communication and professional relationships within the County are maintained.

Develop the annual Division budget and make recommendations in accordance with Department policy.

Review ASD reports and conduct workload analysis in order to provide the most effective service delivery with available personnel.

Develop and maintain a professional working relationship with the Humane Society to include regular meetings to discuss pertinent matters.

Develop and maintain a professional working relationship with the Animal Matters Hearing Board.

Position Description
Deputy Director (Program Manager II)

Source:

Montgomery County Government Class Specification.

Definition of Class:

This is either 1) professional work directing operational program(s) and/or managing and monitoring contracts of major scope, expenditure and effect; or, 2) professional staff work involving the analysis of nonstandard or unclear information, identifying various approaches and alternatives, and developing recommendations/drafting decisions which effect a wide range of activities for the consideration of or issuance by a higher level official or manager directing a line program or function.

Examples of Duties:

Plans, designs, develops and manages programs to meet local needs and objectives; and provides, through subordinate employees or contract agencies, counseling, assistance, care and other services to individuals and families.

Assesses community needs as they relate to the program; supervises all current services including counseling, support and educational groups, information and referral.

Develops methods and procedures for determining eligibility of participants/families to receive subsidies or other services; monitors and controls expenditures.

Convenes and leads meetings with relevant County staff for development of input to public policy, planning, decision-making, program modification and funding.

Conducts a variety of management studies which may involve organizational analysis, productivity improvements, policy and procedures development, and system design.

Initiates and directs planning projects and delivery of services by private provider agencies and consumer groups via meetings, conferences and telephone contacts to ensure that expansion of services is consistent with needs and priorities of program goals and objectives.

Oversees the development of grant proposals for funding current, new or expanded programs.

Develops and administers contracts, which may include preparing requests for proposals, advertising, reviewing bids and proposals, contract preparation and processing, administration of funds, and oversight of contractor performance.

Initiates and maintains contacts with County and State officials, and integrates State plans, priorities, and financial resources with those affecting delivery of services at the local level.

Provides technical assistance to department directors, agency staff and community regarding needs and client services.

Performs related duties as required.

Class Established: May, 1977

Last Revision: April, 1995

Position Description
Office Automation Administrator I

Source:

Montgomery County Government Class Specification.

Definition of Class:

This is entry-level work involving the responsibility for the overall day to day operation and administration of advanced office automation equipment in a department/agency, or limited scope work involving the responsibility for a particular aspect of office automation administration (i.e., staff training, troubleshooting, etc.).

An employee in this class devotes a substantial portion of time to the administration and operation of office automation systems and the assistance of agency employee users of these system.

Examples of Duties:

Performs the day-to-day administration and operation of the office automation system; e.g., system start-up/shut-down, system configuration, library and document management, system security, and system backups and archiving.

Instructs employees on the operation of various office automation equipment and applications; may format or assist users in formatting documents or graphics.

Resolves user problems and serves as a resource person concerning the utilization of office automation/word processing systems.

Troubleshoots problems with hardware and software by determining the nature of the problem and correcting it or contacting service personnel or senior automation system positions to correct.

May develop specialized programs to resolve complex office automation problems; e.g., decision-making programs, glossaries or macros, and list processing/visual memory databases.

Writes, maintains and updates office automation procedures for system usage.

Resolves hardware and software malfunctions; contacts vendors to have equipment repaired/serviced as required.

Maintains logs and records on system usage.

Contacts vendors to obtain information on new hardware and software; may make recommendations for the purchase of hardware and software; orders supplies.

Installs software applications onto the system; may develop specialized applications such as, glossaries and list processing/database programs.

May perform various clerical duties such as: typing and proofreading confidential and general letters, reports and statistical tabulations; receiving and screening phone calls; drafting replies in response to incoming correspondence and memoranda; scheduling appointments; maintaining central records on incoming correspondence and documents; coordinating public information matters with the Information Office, other agencies, and citizen groups as directed; and preparing newsletters and developing input for more substantive newsletters.

Performs other related duties as required.

Class Established: August, 1985

Last Revision: June, 1993

Position Description
Animal Control Officer - ASD

Source:

Montgomery County, Department of Police, Performance Planning and Appraisal Form.

Major Work Responsibility:

Investigate animal bites, complete bite reports, serve and explain quarantine procedures to owners, follow up as necessary.

Investigate cruelty or humane treatment complaints regarding pets, livestock or wildlife, in accordance with departmental procedures. Follow up as necessary.

Investigate complaints such as dog at large, nuisance (i.e. dog defecation, into trash, chasing citizens or vehicles, barking or vicious dog). Follow up and close in a timely fashion.

Capture and transport animals to the Montgomery County Animal Shelter. Secure animals safely. Create an animal record in the Chameleon computer system.

Confirm rabies vaccinations and County pet licenses for all cases involving dogs and cats.

Issue citations in the field, at the Animal Shelter and by certified mail. Consult with County and state attorneys at direction of supervisor. Enter citation information into the Chameleon database.

Prepare cases and testify in district and circuit courts.

Enter necessary information into computer database for all activities. Create a hardcopy report on all cruelty and check condition investigations.

Assist contractor staff with questions regarding disposition of animals brought to the Animal Shelter.

Collaborate with employees within departments, local jurisdictions and the State government on special projects as required.

Prepare rabies specimens for laboratory submission, decapitating when required. Bring problems with specimens and paperwork to supervisor's attention. Transport when necessary.

Assist in operation of rabies vaccination clinics including setup, handling animals, writing rabies certificates, cleanup, crowd control and sharing on-site supervisory responsibility as needed.

Assist in trapping wildlife and domestic animals as required.

Educate the public regarding proper animal control and care procedures, and rabies control issues.

Respond by telephone or in person to County residents answering notices or inquiring about the law. Refer citizens, as necessary to a supervisor.

Make recommendations to supervisor regarding cases more appropriate for the Animal Matters Hearing Board.

Testify before the Animal Matters Hearing Board as required.

Inspect and certify conditions in pet shops, commercial kennels, fancier's kennel and riding stables.

Use, maintain, and document maintenance of County-assigned equipment.

Implement six-month quarantine on animals with wounds of unknown origin. Insure compliance during six-month period.

Serve "Notice of Hearing," deliver Animal Matters Hearing Board orders, investigate complaints of violations of orders.

**Position Description
Principal Administrative Aide**

Source:

Montgomery County, Department of Police, Performance Planning and Appraisal Form.

Montgomery County, Department of Police, Animal Control Audit Memorandum (06/16/00).

Major Work Responsibility:

Mail renewal notices and process applications for Commercial Kennels, Pets Shops, Riding Stables, and Dog Fanciers. Issue respective licenses to same on an annual basis. Create inspection activity in Chameleon database.

Provide administrative and secretarial support for the Director and Deputy Director. Log civil and criminal citations into the computer. Assist in preparation of statistics for budget. Process rabies clinic invoices for payment. Order supplies. Process work orders for facility repairs. Process print request forms from contractor and/or division. Type daily correspondence, generate generic responses to selected correspondence and various projects.

Assist County residents with questions or animal-related problems; receive complaints by phone; follow-up on service complaints; assist contractor staff as needed.

Process license applications, mail license tags, input license data into Chameleon database.

Licensing: Issue individual licenses over the counter in the absence of Officer Services Manager in charge of the licensing unit.

Prepare paper work for specimens being sent to lab in the absence of the Administrative Aide.

Coordinate the collection of unpaid impound and boarding fees with the County Attorney's Office. Enters citation information into the computer; copy and file the citations, mailing the originals to the County Attorney. Notifies officers of court dates. Enters cruelty case field notes into Chameleon database.

Position Description

Office Services Coordinator - ASD

Source:

Montgomery County Government Class Specification.

Definition of Class:

This is office support work providing a complete system of administrative services and procedures for a major program or specialized function. The employee serves as the primary administrative support for a medium-size to large organizational unit with responsibility for coordinating varied and extensive day-to-day office operations; or, the employee performs advanced-level administrative support work for a designated area or function such as budget, finance, human resources, procurement, human services, recreation, etc.

Examples of Duties:

Uses microcomputers and other office automation equipment and appropriate software applications to develop, utilize and maintain databases and prepare reports and correspondence.

Prepares, proofreads, and maintains control of correspondence, records, and other documents relating to office operations; assures quality and timeliness as well as procedural/grammatical accuracy.

Compiles data and maintains statistical information for inclusion in reports, budget documents and office records.

Prepares official documents, e.g., reports, legislation, regulations, executive orders, contracts, invoices, legal documents, public hearing records, memoranda, budget and/or personnel documents for submission by others to the County Council, the County Executive, County committees/agencies, and outside organizations and contractors.

Monitors and records expenditures of accounts, grants, budgets, and petty cash according to office procedures and generally accepted accounting standards.

Monitors and may in some cases controls usage of budget allotments, equipment, supplies, and capital assets in support of program objectives.

Maintains fiscal records, checks computations, verifies transactions, reconciles receipts with control records (invoices and deposits), and reconciles financial statements, as appropriate to the position.

Schedules appointments and coordinates calendars for professional staff, executive staff, client services, related service groups, committees, task forces, etc.

Provides staff support for designated committees, boards, commissions, task forces, etc.

Transmits policies and instructions to staff members and may explain policies, practices, programs, and services to the public.

Responds to inquiries from the public, citizen groups, clients and business organizations by providing information, referral, and facilitating problem resolution regarding office-related issues. Maintains office automation systems and serves as a backup to the automated systems administrator.

Attends management meetings and takes/prepares accurate, comprehensive minutes.

Maintains office files and records (i.e., correspondence, subject matter).

Plans, develops, organizes and implements innovative methods and procedures for day-to-day office operations.

Opens and closes physical plant and assures proper maintenance of facility.

May supervise or lead the work of subordinate administrative staff, temporaries and/or volunteers.

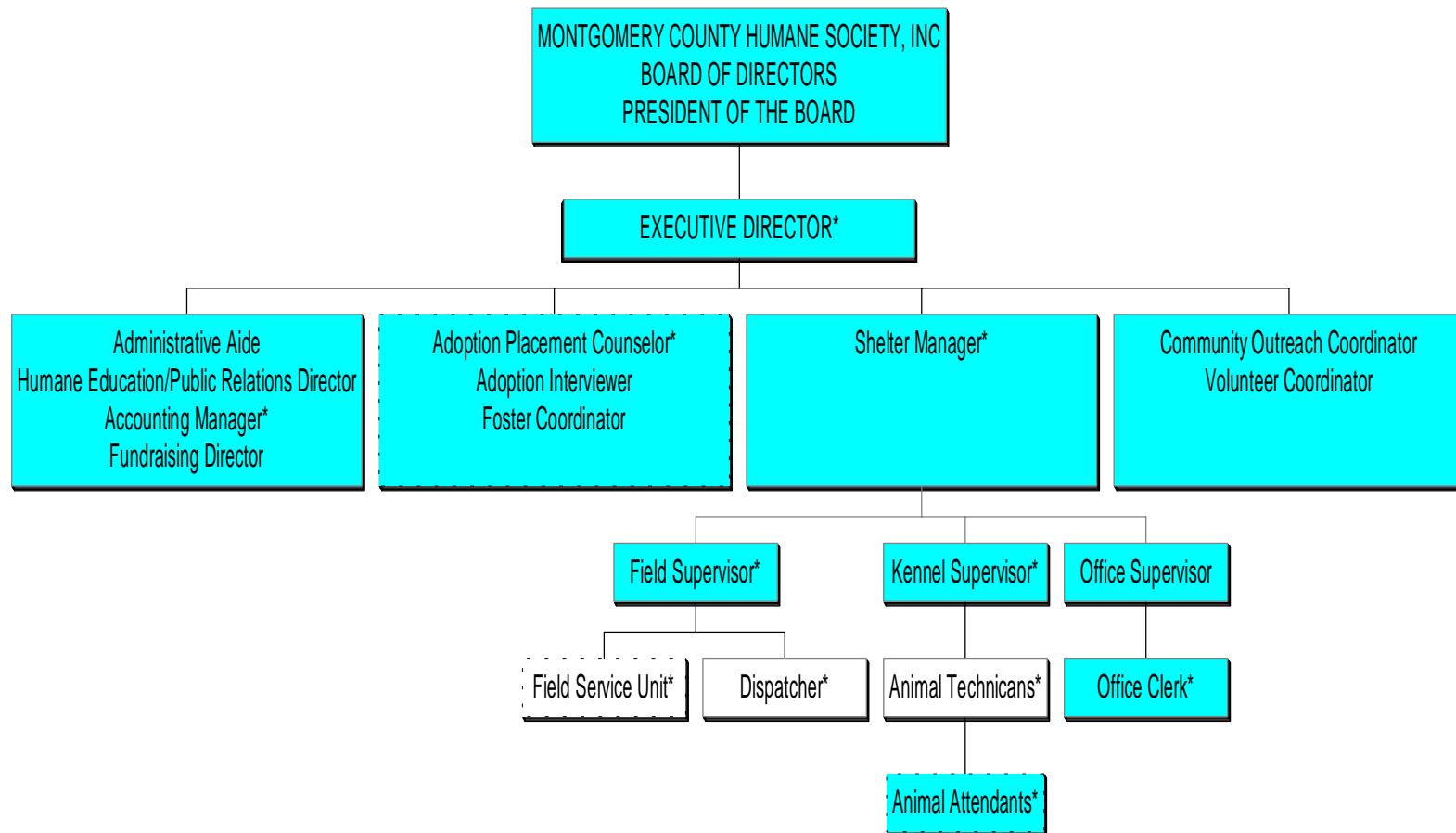
Performs related duties as required.

Class Established: October, 1986

Last Revision: June, 1995

MONTGOMERY COUNTY HUMANE SOCIETY
STATEMENT OF INCOME
Montgomery County Contract
PRIOR TO ADOPTION OF FASB 116 AND 117
FOR THE QUARTER AND YEAR ENDED JUNE 30, 1999

	QUARTER ENDED June 30, 1999	YEAR ENDED June 30, 1999
Revenues:		
Mont. Co. Contract:		
Mont. county operating	35,085.67	176,322.00
Mont. county salaries	108,970.74	600,949.00
Total Montgomery Co contract	<u>144,056.41</u>	<u>777,271.00</u>
Total Revenue	\$ 144,056.41	\$ 777,271.00
Expenses:		
MCC - Advertising	4,282.24	12,907.27
MCC - Animal care supply	18,871.50	59,013.12
MCC - Animal handling equip	669.41	1,185.41
MCC - Computing expense	985.67	4,429.90
MCC - Employee benefits	-	165.41
MCC - Employer fica	12,215.72	50,755.01
MCC - Food	4,705.18	18,468.10
MCC - Group health	7,939.78	17,102.33
MCC - Insurance	5,724.30	27,764.00
MCC - Miscellaneous	0.76	141.08
MCC - Office supplies	854.85	3,613.20
MCC - Paging system	5.00	850.91
MCC - Printing	-	88.60
MCC - Professional fees	1,725.00	4,225.00
MCC - Salary	164,953.04	683,377.46
MCC - State unemployment	483.05	1,981.14
MCC - Supplies - general	74.62	108.51
MCC - Uniform	887.50	2,958.84
MCC - Vehicle maintenance	1,953.57	5,571.00
Total Expenses	<u>\$ 226,331.19</u>	<u>\$ 894,706.29</u>
Change in net assets	\$ (82,274.78)	\$ (117,435.29)



* Positions funded through Montgomery County government.



The Montgomery County Humane Society, Inc.

Position Description Executive Director – MCHS

Source:

Montgomery County Humane Society, Inc.

EXAMPLE OF DUTIES

Administer Grant Contract.

Administer Low Cost Spay/Neuter Program

Administer MCHS Programs, including Adoption Interviews, Community Outreach Program, Foster Program, Humane Education/Public Relations, Volunteer Program, Veterinary Care and Pet Request

Respond to concerns from the public within 24 hours of first contact

Reviews payroll

Manage contract and donated funds and authorize payment of bills

Invest MCHS funds

Supervision of contract and MCHS personnel

Authorize veterinary treatment of sheltered and adopted animals

Liaison to veterinary community for Low Cost Spay/Neutered Program

On call 24/7 every other week

Responsible for customer relations

Attends meetings of Board of Directors

Serves on fundraising committee, attends meetings and volunteer at events

Date: None



D-2

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Accounting Manager – MCHS

Source:

Montgomery County Humane Society, Inc

Examples of Duties:

Reconciles and deposits daily receipts and donations
Reviews all veterinarian statements and other invoices; makes disbursements
Tracks and updates spay/neuter data for adopted pets
Oversees and inputs biweekly payroll with ADP
Prepares county reimbursement reports and deposits
Prepares quarterly financial statements for accountant's review
Reviews all tax forms for accuracy
Maintains accurate records for the annual audit
Manages and prepares monthly bank reconciliation statements for all accounts
Maintains membership program and assists with network support and computer-related problems
Coordinates health insurance benefits for employees
Serves as a financial coordinator for all fundraising events
Completes and files all appropriate government-related forms including Department of Labor, OSHA and worker's compensation.
Assists the Humane Education Director when needed with tours and pet pictures on MCHS website
Prepares various reports in Chameleon, Quest, Access and Excel

Date: None



D-3

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Shelter Manager – MCHS

Source:

Montgomery County Humane Society, Inc

Examples of Duties:

Oversees the day to day operation of each department in the shelter, including Office, Adoption Desk, Field,

Dispatch and Kennel

- Submits help wanted ads, schedules interviews, check references, hires
- Deals with personnel problems, discipline, dismissals
- Maintains employee's record files
- Possesses a knowledge of kennel procedures, assists when needed
- Possesses a knowledge of office, assists on a daily basis
- Possesses a knowledge of dispatch, assists as needed
- Possesses a knowledge of illness and injuries in animals, evaluates when needed
- Possesses a knowledge of different breeds (dogs, cats, etc)
- Possesses a knowledge of visiting vet routine, assist when and where needed
- Possesses a knowledge of field operations, assists as a driver in emergencies
- Completes payroll, time cards and payroll sheets
- Performs employee reviews – follow up with supervisors
- Orders supplies – field, office, kennel, and others
- Submits monthly reports – shelter, sodium pentobarbital, foster care, wildlife, migrating bird
- Performs a bi-weekly check of accuracy of data input into the computer
- Performs a weekly inventory check of animals in computer
- Maintains worker's compensation records/calls in reports/contact person
- Assists the adoption coordinator when needed
- Performs as a euthanasia technician and holder
- Responsible for control of sodium pentobarbital, reports to state
- Inventories controlled drugs
- Performs as the Acting Manager for shelter problems and veterinarians
- Approves animals for foster home placement
- Approves euthanasia list
- Assist Accounting Manager, writes checks, completes payroll, daily deposits, county deposits, etc,
- Approves vet treatment on shelter animals and adopted animals
- Send repair requests to ASD – keeps running list, follow-ups
- Participates in bi-monthly meetings with department heads
- Participates in bi-monthly meetings with ASD
- Tracks animals being sent to vet for adoption spay/neuter pick ups(before placement in home)
- Deals with difficult patrons at front counter and on telephone
- Deals with basic computer problems and maintenance
- Updates procedure manuals for departments
- Approves leave of department
- Oversees leave of staff in departments
- Tracks sick leave used by staff (abuse)
- Performs any other task assigned by ASD, Board of Directors, Executive Director



Date: None

D-4

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description
Field Supervisor – MCHS
Field Service Technicians – MCHS
(Field Services Unit)

Source:

Montgomery County Humane Society, Inc

Examples of Dutes:

Provide 24-hour emergency service 365 days a year
Transports animals to and from the vet
Removes wildlife from houses; locates, captures and assists injured wild and domestic animals
Retrieves animals in rented traps; transports contained animals to the shelter
Provides infield education regarding animal care and the humane society
Assists ASD officers when requested
Maintains daily trip logs for each vehicle; records information on animals retrieved in the field; maintains vehicles in service
Locates and transports dead animals
Ensures that impounded animals have the necessary overnight environment

Date 04/05/00



United Way /
Combined Federal
Campaign #8330

D-5



The Montgomery County Humane Society, Inc.

Position Description Dispatcher – MCHS

Source:

Montgomery County Humane Society

Example of duties:

- Provide 24-hour emergency service, 365 days a year
- Answer the emergency line
- Review calls for ASD and the Humane Society; prioritize and dispatch calls to the appropriate agency
- Record Humane Society activities as they are dispatched
- Maintain animals in vet book
- Obtain and record daily telephone call count
- Record over the counter-animal-information logs during off-hours of operations
- Provide overnight incoming animals with necessary environment
- Care for wildlife at dispatch
- Monitor surveillance cameras
- Assign vehicles as necessary
- Monitor key lock box and provide access when necessary
- Clear released wildlife from the computer system
- Contact and advise supervisors and technicians on duty of appropriate situations

Date 04/05/00



United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Kennel Supervisor – MCHS

Source:

Montgomery County Humane Society, Inc

Examples of duties:

Monitors the entire kennel staff of 16, including technicians
Communicates, cooperates and confers with other supervisors as well as
own supervisor
Develops schedules, approves leave, and attempts to keep overtime at a
minimum
Tallies hours from time cards on a bi-weekly basis for all kennel staff
Performs performance evaluations for all kennel staff annually; for new staff at
3 and 9 months
Occasionally is the only supervisor in the building, thus needs to be able to
monitor situations in the entire building
Must be proficient in performing all duties assigned to the technicians and
kennel staff
Responsible for insuring that the kennel staff dresses and acts appropriately
Assign tasks to the staff and follows through to completion

Date: None



D-7

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Animal Technician – MCHS

Source:

Montgomery County Humane Society

Examples of duties:

Performs all euthanasia for shelter animals, owner requests, injured wildlife and some underage animals
Responsible for keeping all controlled substances under lock and key
Responsible for euthanizing the correct animals with correct authorization
Required to be on-call on a rotating basis for emergency euthanization
Must be proficient at handling wild, frightened and injured animals
Must be able to detect and identify animal diseases, identify treatments and medications used
Evaluates animal health and behavior problems and at time, counsel pet owners
Analyzes injuries and health; prepares proper documentation (while following the proper procedure) to transport the animal to the vet or a rehabilitator
Prepares for the visiting vet twice a week visits and assists when required
Oversees the health needs of all animals in the shelter; ensures treatments and medication are done accurately
Performs heartworm tests, feline leukemia/fiv test, fecal checks and ear mite checks; responsible for ensuring these tasks are performed
Maintains drug cabinets in an orderly fashion and tracks drug expiration dates
Prepares medication for shelter animals and for animals leaving the facility, when appropriate
Orders medical supplies, cleaning supplies, food, treats, etc
As the duty tech, completes a “daily technician sheet” three times a day
Acts as the supervisor for his/her shift, when the kennel supervisor is not available
Assigns work duties and makes sure they are completed correctly
Performs all tasks assigned to the kennel staff correctly and in a timely manner
Keeps Technician Desk neat and orderly
Generates the euthanasia list for the next day and researches the lost books

Date: None



D-8

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Animal Attendants - MCHS

Source:

Montgomery County Humane Society.

Major Work Responsibility:

The primary responsibility of the kennel staff is to provide animals a safe, clean and comfortable environment while they are here.

Examples of Duties:

Possess a knowledge of proper cleaning procedures.
Maintains and cleans all kennel areas, including hallways, kitchen, counters, sinks, grooming room, euthanasia, storage areas and exam room.
Keeps the front office clear of kennel donations.
Stores all food and supply deliveries.
Washes, disinfects and stores all dishes, water bowls, toys and litter pans.
Prepares litter pans for reuse.
Scoops kennels prior to feeding and medication in the AM; scoops constantly during the day, along with watering the dogs.
Feeds and medicates animals in the AM; feeds some animals several times per day when appropriate; others are fed ad-lib.
Provides animals a bed, toys and water; secures cages before opening to the public.
Ensures that all animals have a proper cage card/tag, including stray pit bulls and animals that are quarantined; ensures animals are housed properly.
Monitors cages on a regular basis and cleans, if needed; feeds and medicates animals.
Monitors shelter population and reports any problems to a technician.
Removes all trash from the kennel areas in the AM and PM.
Restocks work areas when needed.
Completes all laundry daily.
Cleans cages when animals leave the facility; prepares cages for use the next AM.
Handles animals for the visiting vet.
Possesses an awareness of animal problems, even if they do not know what the problem is.
Processes incoming animals, including exams, giving vaccinations, applying a preventative flea control and providing worming medication to kittens and puppies.
Ensures the integrity of descriptive information including breed, sex, age, color etc.
Cleans and monitors the exam room for new arrivals.
Places animals in the appropriate part of the shelter with the necessary dietary/housing requirements.
Completes paperwork; updates computer information.
Performs adoption visits with potential adopters; understands the rules regarding these visits.
Assists the public in looking for lost pets, answers questions when appropriate to do so, releases animals and assists with incoming dead animals.
Performs a nightly inventory of all animals in the shelter.

Date: None



D-9

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Office Clerk – MCHS

Source:

Montgomery County Humane Society, Inc.

Counter Duties:

- Accept adoption information, applications and prepare final adoption paperwork
- Redeem impounded pets
- Process spay and neuter vouchers
- Complete bite reports and send to lab for rabies testing
- Issue humane traps
- Process surrendered pets and strays
- Offer humane education and information
- Review adoption applications before submitting to adoption desk

Phone duties:

- Provide general shelter information
- Explain procedures for giving up pets, euthanasia and adoption procedures and requirements
- Take reports for lost and found animals
- Take bite reports, requests for Humane Society field service and citizen's request for ASD services
- Provide specific information about pet licensing, rabies clinics, spay/neuter, humane education volunteer opportunities
- Provide resources and general information regarding wildlife calls
- Trace license tags
- Accept requests for pet adoptions

Special assigned tasks:

- Keep office and front counter clean and stocked with supplies
- Assemble folders and paperwork for adoptions
- Record monthly dead deer pickups
- Clean the Humane Education room
- Issue mailed spay/neuter requests
- Adoption desk duties
- Contact and coordinate breed rescue adoptions
- Perform daily update of lost and found reports
- File lost and found reports with other area shelters
- Prepare rabies certificates for the visiting vet
- Verify descriptions and tag information for stray pets
- Generate end-of-day cash register reports
- Perform an inventory on collars, leashes, adoption ID tags, kennel tags and cat carriers
- Notify possible owners by telephone or mail
- Issue "List C" spay/neuter coupons

Date: None



D-10

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Adoption Program Coordinator - MCHS

Source:

Montgomery County Humane Society, Inc.

Example of duties:

Responsible for all applications once they are filed on an animal
Processes the county mail and checks all messages on the adoption voice mail
Generates a daily list of all animals that have an application, last resort, rescue, foster, or interested that is marked on the AIL
Compares applications against their list
Accounts for all applications
Checks to verify that all applications are listed on the AIL
Searches for missing applications; contacts patrons to complete applications over the telephone
Reviews each application; verifies that applications are complete; contacts patron regarding any missing information
Ensures that all patrons have visited; indicates this information on application
Contacts landlords of houses or apartments; verify that animals (size and type) are allowed on the premises
Checks all applications via the computer and "X-files" for any problems with the filing patron; verifies that all animal in their household are licensed
Identifies and discusses problems with the Executive Director or Shelter Manager
Once all problems are cleared, applications are sorted, photocopied, and assigned to interviewers
Monitors assigned applications to ensure that they are handled in a reasonable amount of time
Verifies adoption approval and indicates any restrictions for the application

Date: None



D-11

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Administrative Aide

Job Criteria:

Proficient in Microsoft Word and Office
Organized and detailed oriented
Works independently
Good writing skills
Dependable, flexible and a team player
Previous office experience

Reports to:

Executive Director

JOB DESCRIPTION

Coordinates low-cost spay/neuter program
Send out annual contracts for signatures
Monitors returned, executed contracts
Place veterinarians on appropriated spay/neuter programs
Verify insurance certificates and notify vet if incorrect
Send reminders to vets when insurance certificates are going to expire
Update the various spay/neuter programs and print lists for public knowledge
Schedule veterinarians' visits to the shelter—send out yearly notices and 1-2 weeks prior to visit, telephone the vet's office to confirm appointment
Responsible for and coordinates all membership/donations
Maintain database with members' names, addresses, donations, memorials (approximately 4000 members)
Send out monthly renewals and mail new membership cards
Mail appropriate letters if memorial or general donation
Compose special letters for non-monetary donations
Update database each time fundraising mailings are done and send acknowledgements
Assists with fundraising
Create new database
Compose letters
Send acknowledgements
Track each donation
Prepare and print reports for Fundraising Director
Assists at fundraising events
Coordinates time schedules for volunteers at events
Attend meetings (evening and days)

D-12



United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Responsible for supplying and maintaining, in database, all forms the shelter uses for the public and employees

Orders all office supplies, and when necessary, personally shops for items needed immediately

Responsible for office equipment (copy machine, fax, postage meter, printer and telephones), either fix or contacts appropriate personnel

Answers Executive Director's telephone, take messages

Compose letter/documents

Arrange for annual board meeting

Date: None



D-13

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Humane Education/Public Relations Director

Source:

Montgomery County Humane Society, Inc.

Job Criteria:

Teaching experience
Newsletter experience
Knowledge of domestic animals
Composed and self-confident

Reports to: Executive Director

Duties:

Represents MCHS at all public events:
Teaches responsible pet ownership
 Classroom
 Shelter tours
Writes Anamail – shelter newsletter that reaches 10,000 readers
Appears on television as requested for pet adoption or educational sessions
Appears on radio as requested for pet adoption educational sessions
Liaison to print media
Responsible for MCHS web site
Provides public relations for MCHS events

Date: None



D-14

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Fundraising Coordinator

Source:

Montgomery County Humane Society, Inc.

Job Criteria:

Must have prior successful experience in non-profit fundraising
Able to function in a team environment

Reports to: Executive Director

Example of Duties:

Planning and execution of all major fundraising activities
Minimum of two events that are inclusive of animals
Spring dog walk
Autumn Dinner Dance
Holiday mailer including design and artwork
Grant applications
Pet pictures with Santa
Plaque Program
Major donor program

Attends and chairs all fundraising committee meetings
Coordinates all fundraising printing and mailing services
Seeks sponsorship for all fundraising events

Date: None



D-15

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Adoption Placement Counselor

Source:

Montgomery County Humane Society, Inc.

Job Criteria:

Knowledge of domestic animal breeds
Good organizational skills

Reports to: Executive Director

Example of Duties:

Review pet requests
Contact patrons when request matches pet that are in the shelter or foster home
Review give-up forms for bite/scratch history
Flag animal information log with red form when prior bite or scratch is noted

Date: None



D-16

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Adoption Interviewer

Source:

Montgomery County Humane Society, Inc.

Job Criteria:

Applicant must have experience in domestic animal handling/obedience training
Experienced MCHS adoption interviewers provide training for new hires

Reports to: Executive Director

Example of duties:

Accepts assignments and reports to Adoption Coordinator
Contact patrons within 24 hours of receiving assignments to set up visit at mutually convenient time. Requests as many household members as possible to attend the session
Schedules appointments in home of applicant for:
all dog applicants
novice cat owners/poor history
Experienced cat owners with recommendation from a veterinarian and satisfactory pet history may qualify for a phone interview. The Adoption Coordinator will have screened the applicants for violations of Chapter 5 prior to assigning

Using MCHS Guidelines for Adoption, interview and educate patrons for the specific pet for which they have applied to adopt. Topics to cover include housebreaking, Montgomery County laws pertaining to leash walking, rabies vaccinations and licensing, expected expenses for care, spay/neuter and introduction to family members and other pets in the household. These pets may be housed at the Shelter, at a veterinarian office or in foster homes. Sick animals and those housed at the Shelter receive priority appointments.

Patrons that are disapproved for adoption must be told the reason for rejection and instructions for requesting an appeal if they wish to pursue that course of action

Interviewers will promptly notify the Adoption Coordinator of the outcome of the interview and when the approved applicant will complete the required Montgomery County Contract and associated paperwork.

Date:None



D-17

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Foster Coordinator

Source:

Montgomery County Humane Society

Job Criteria:

Knowledge of care requirements for domestic animals – all ages
Must be organized and able to work in a team environment
Must be able to work flexible hours/willingness to accept calls at home when off duty

Reports to: Executive Director

Example of Duties:

Record keeping for all animals in foster
 Name, address and phone numbers of foster parent
 Veterinary information on each animal, including spay/neuter and vaccine history
Interview new applicants using adoption criteria plus review of foster agreement
Contact possible foster homes when qualified animal needs placement, selecting
 proper home for the type and age of animal to be placed
Prepare foster contract and associated paperwork to be signed by foster parent
Follow-up and assist with newspaper ads for placement
If pet has not been placed within six months in foster care, mail adoption contract
 to foster parent
Attend adoption functions

Date: None



D-18

United Way /
Combined Federal
Campaign #8330



nc.

The Montgomery County Humane Society,

Position Description Community Outreach Coordinator

Source:

Montgomery County Humane Society

Job Criteria:

Animal handling experience
Able to work in a team environment
Experience in driving bus size vehicle
Organized
Composed and self-confident in public setting

Reports to: Executive Director

Example of Duties:

Schedule visits of the Mobile Adoption Unit (MAU)
Select animals for appearances on the MAU
Arrange for rabies vaccinations for selected animals
Schedule volunteers to attend appearances of MAU
Train volunteers to work on MAU
Drive and maintain MAU unit
Represent MCHS and the Montgomery County Animal Shelter in the
Community while on the MAU

Date: None



D-19

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Volunteer Coordinator

Source:

Montgomery County Humane Society

Job Criteria:

Excellent organizational skills
People person
Resourceful
Able to work in a team environment

Reports to: Executive Director

Example of Duties:

Recruitment of volunteers for:
Kennel – dog walkers
Cat rooms - Socialization
Office support – paperwork and filing
Events
Wagging Tails Thrift and Gift Store
Quarterly orientation sessions
Training of volunteers
Volunteer recognition

Date: None



D-20

United Way /
Combined Federal
Campaign #8330



The Montgomery County Humane Society, Inc.

Position Description Office Supervisor

Source:

Montgomery County Humane Society

Job Criteria:

Supervisory skills
Computer skills
Inter-personnel skills
Willingness to respond to pager
Able to work in a team environment

Reports to: Shelter Manager

Example of Duties:

Supervise staff
Staff training
Provides coverage for illness and vacation absenteeism
Holds regular staff meetings
Responsible for staff evaluations
Provides first response for questions and complaints
Corrects errors to prevent repeat of mistakes
Senior evening and weekend supervisor
Tallies timecards
Assist with interviews for new hires

Date: None



D-21

United Way /
Combined Federal
Campaign #8330

COMMUNICATION TELEPHONE LOG	1998 JULY	AUG	SEPT	OCT	NOV	DEC	1999 JAN	FEB	MAR	APR	MAY	JUNE	TOTALS
INCOMING CALLS													
<u>Completed Calls</u>													
General Info (Address, Hours, Etc.)	364	441	217	158	155	352	262	321	218	428	369	402	3,687
Procedure for Give-Up/Euthanasia	132	157	112	101	85	184	105	127	77	140	101	132	1,453
Procedure for Adoption	220	258	193	241	168	321	227	272	206	252	162	216	2,736
Report Lost Pet/Pull Report	224	213	175	196	143	288	156	178	137	269	209	222	2,410
Report Found Pet/Pull Report	103	84	56	88	93	131	100	80	67	97	84	87	1,070
Bites	20	25	9	13	5	16	4	13	12	35	20	23	195
H.S. Field Service Request	121	139	11	77	80	85	70	66	70	131	119	129	1,098
A.C. Field Service Request	158	171	146	172	135	216	163	186	153	288	232	212	2,232
Rabies Clinics	27	32	29	16	15	18	32	18	15	39	48	59	348
Wildlife-General Calls	278	277	155	122	93	120	69	60	82	208	366	405	2,235
Spay/Neuter Information	134	236	150	104	84	181	194	152	121	223	159	179	1,923
Miscellaneous	396	420	445	341	229	935	576	554	273	966	612	606	6,353
Licensing	41	44	36	39	68	195	47	57	50	116	67	86	846
Breed Club Rescue Info	41	31	12	23	21	36	19	36	17	36	24	38	334
Humane Education/Public Info	38	27	18	9	14	9	13	22	25	19	11	21	226
Total	2,297	2,555	1,764	1,700	1,388	3,093	2,037	2,142	1,523	3,247	2,583	2,817	27,146
OUTGOING CALLS													
Adoptions	11	12	10	11	35	40	11	1	2	3	11	5	152
Vet Calls	1	6	1	5	5	6	6	2	11	11	4	5	63
Foster	1	3	0	1	2	0	1	0	0	2	6	1	17
Want List/Breed Clubs	3	5	2	3	6	13	1	0	0	5	2	0	40
Possible Owners	9	10	13	9	12	28	19	15	29	18	31	25	218
Lost/Found Follow Up	7	4	7	5	21	22	7	1	8	8	8	5	103

[illegible]

COMMUNICATION TELEPHONE LOG	1997 JULY	AUG	SEPT	OCT	NOV	DEC	1998 JAN	FEB	MAR	APR	MAY	JUNE	TOTALS
INCOMING CALLS													
<u>Completed Calls</u>													
General Info (Address, Hours, Etc.)	423	273	438	466	308	429	418	310	325	345	544	440	4,719
Procedure for Give-Up/Euthanasia	187	125	169	194	148	162	185	159	132	117	163	173	1,914
Procedure for Adoption	328	224	327	365	225	411	437	296	311	232	288	250	3,694
Report Lost Pet/Pull Report	292	194	244	291	165	189	239	148	171	160	224	220	2,537
Report Found Pet/Pull Report	133	97	129	139	109	108	107	62	67	71	88	97	1,207
Bites	24	24	22	24	14	14	18	6	8	20	28	26	228
H.S. Field Service Request	200	112	134	169	107	137	148	103	109	113	170	160	1,662
A.C. Field Service Request	181	138	211	176	157	189	168	144	167	202	218	217	2,168
Rabies Clinics	42	16	43	35	27	32	39	13	35	48	45	32	407
Wildlife-General Calls	329	277	286	260	131	124	176	117	99	178	401	337	2,715
Spay/Neuter Information	209	149	188	216	164	201	283	251	173	180	219	160	2,393
Miscellaneous	290	215	467	464	362	350	417	256	276	259	266	293	3,915
Licensing	58	38	47	47	37	76	91	41	41	75	61	84	696
Breed Club Rescue Info	49	31	56	63	31	54	79	55	67	41	51	50	627
Humane Education/Public Info	104	60	140	86	56	45	46	36	55	90	46	33	797
Total	2,849	1,973	2,901	2,995	2,041	2,521	2,851	1,997	2,036	2,131	2,812	2,572	29,679
OUTGOING CALLS													
Adoptions	5	1	9	8	3	6	8	6	17	11	34	16	124
Vet Calls	0	1	2	0	1	3	2	2	1	1	0	10	23
Foster	1	0	0	0	0	0	0	1	0	1	2	0	5
Want List/Breed Clubs	1	0	0	5	0	0	1	0	2	1	0	5	15
Possible Owners	140	66	4	3	2	7	2	1	8	12	1	6	252
Lost/Found Follow Up	250	112	1	2	0	1	4	5	1	6	1	2	385

[illegible]

COMMUNICATION TELEPHONE LOG	1996 JULY	AUG	SEPT	OCT	NOV	DEC	1997 JAN	FEB	MAR	APR	MAY	JUNE	TOTALS
INCOMING CALLS													
Completed Calls													
General Info (Address, Hours, Etc.)	387	444	373	570	394	354	440	351	421	370	531	302	4,937
Procedure for Give-Up/Euthanasia	175	218	170	206	180	167	188	142	162	151	148	175	2,082
Procedure for Adoption	307	387	302	362	301	305	376	275	288	303	320	276	3,802
Report Lost Pet/Pull Report	254	295	260	381	234	212	305	206	249	274	331	246	3,247
Report Found Pet/Pull Report	146	178	135	183	134	111	190	107	127	138	132	119	1,700
Bites	22	29	29	32	20	21	56	11	26	42	32	24	344
H.S. Field Service Request	137	184	190	227	160	103	186	123	182	155	221	172	2,040
A.C. Field Service Request	192	190	177	237	180	150	180	191	200	238	246	183	2,364
Rabies Clinics	62	42	72	37	53	14	60	14	37	42	73	24	530
Wildlife-General Calls	362	341	287	310	222	158	176	128	154	259	426	390	3,213
Spay/Neuter Information	224	262	219	292	242	182	309	225	247	241	265	163	2,871
Miscellaneous	453	439	400	499	350	374	421	394	438	503	468	413	5,152
Licensing	82	70	57	47	50	31	62	32	54	52	59	38	634
Breed Club Rescue Info	76	89	60	95	66	64	99	41	78	84	67	71	890
Humane Education/Public Info	85	120	126	123	74	66	85	65	101	121	129	129	1,224
Total	2964	3288	2857	3601	2660	2312	3133	2305	2764	2973	3448	2725	35,030
OUTGOING CALLS													
Adoptions	19	3	18	5	7	5	7	4	4	7	8	4	91
Vet Calls	19	4	11	1	6	1	5	1	4	2	5	1	60
Foster	2	5	4	1	6	0	0	1	0	0	1	1	22
Want List/Breed Clubs	4	0	15	4	1	2	9	16	1	2	1	1	56
Possible Owners	61	88	102	94	73	46	94	17	24	74	105	94	872
Lost/Found Follow Up	113	217	190	228	155	92	216	12	29	147	242	152	1,793

[illegible]

On-Call Risk Policy

Source:

National Animal Control Association.

Policy:

This directive has been formulated and initiated in order to provide a clear guideline regarding the deployment of “on-call” Animal Control personnel and to properly compensate Animal Control personnel who handle these service requests.

I. DIRECTIVE

1.1 - Each non-supervisory Animal Control Officer will be required to be on-call on a rotational basis on weekends, holidays and whenever necessary on weekdays.

1.2 - The on-call period is to be determined by the Animal Control Manager. The Manager shall be responsible for preparing an on-call schedule and providing this information to the police dispatcher. The Manager and line personnel shall determine what types of calls qualify for emergency service response.

1.3 - In the event that an employee does not wish to serve on-call, he/she may be excused from his/her obligation if another worker volunteers to serve in their place.

1.4 - The employee on-call shall be responsible for responding to all emergency service requests during the on-call period. In the event that the employee has determined that additional assistance is required, he/she shall contact the Animal Control Manager. If the Animal Control Manager is unavailable, the employee shall contact any other Animal Control Officer for assistance.

1.5 - An Animal Control vehicle shall be made available to the on-call employee. He/she may use this vehicle for the performance of related duties. The vehicle will not be available for personal use.

1.6 - Accessibility of on-call personnel: The on-call employee shall carry a pager at all times or notify the police dispatcher of a phone number where he/she may be reached in the event of a call-out. Personnel are required to make contact via phone or pager within 30 minutes from initiation of the page. Personnel are then expected to report immediately from the time of contact, with consideration for safety, and to provide the police dispatcher with an estimated time of arrival.

1.7 - The on-call employee will not engage in any activity while on-call which could impair his/her function (such as alcohol consumption).

On-Call Risk Policy (Continued)

1.8 - It is reasonable to expect that on occasion employees may not be in proper condition to report at the time of call-in (i.e., lack of rest, legitimate illness, lack of child care, prescription drugs or other conditions which may impede the employee's ability to perform). On these occasions, it shall be the responsibility of the on-call employee to notify the Animal Control Manager of the situation. Continuous non-response to emergency call-outs may be grounds for disciplinary action.

1.9 - Under no circumstance shall any one employee be on-call more than five (5) consecutive days.

1.10 - Any on-call employee shall receive 8 hours of uninterrupted rest before returning to work another shift. The Animal Control Manager shall have the authority to release on-call personnel, with pay, until such employee is well rested to safely perform their duties. It is the Animal Control Manager's responsibility to afford the employee adequate time to rest before returning for duty.

II. STANDBY COMPENSATION

2.1 - Standby means a period of time outside an employee's regularly scheduled work hours during which the employee is required to remain available for emergencies with a specified response time.

2.2 - The Animal Control Manager may require an employee to be on standby. Each employee shall be available, at the Animal Control Manager's discretion, for recall to perform necessary work. Standby assignments shall be limited to work situations where a probability of recall of an employee exists.

2.3 - Employees who serve in positions of a voluntary nature (i.e., unpaid, voluntary "reserves") are not eligible to receive standby pay, but may receive pay in accordance with the call-in policy when called back to work after a regular work schedule.

2.4 - Each employee who is eligible to receive standby pay shall be compensated at the rate of one (1) hour of regular pay for each three (3) hour period the employee is required to serve on standby status. Any employee who is required to be on standby on a recognized or legal holiday shall be compensated at the rate of two (2) hours of regular pay for each three (3) hour period the employee serves on standby status.

2.5 - Each employee on standby who is called into work shall be compensated for the actual hours worked at the appropriate rate of pay. Only the hours actually worked by the employee shall be credited in determining eligibility for overtime compensation.

2.6 - When an employee is restricted to a particular telephone number at a location designated by the employer, or to the employer's premises (in order to remain personally available to the employer), the employee shall be compensated at his/her appropriate rate of pay and shall not receive standby compensation.

On-Call Risk Policy (Continued)

2.7 - Any employee on standby who is not available, when called, and who does not present a reasonable justification for failure to report when called, shall lose standby compensation for that standby period and may be subject to disciplinary action.

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX G

Animal Handling Statistics, Fiscal Year 1999, July 1998 - June 1999

Source:

Montgomery County Humane Society.

Disposition	Dogs	Pups	Cats	Kittens	Small Animals	Livestock	Wildlife	Total
Received DOA								
Stray	91	0	265	30	7	1	1094	1488
Surrendered	238	7	180	11	55	5	0	496
Totals	329	7	445	41	62	6	1094	1984
Euthanized								
Stray	148	12	454	203	36	0	925	1778
Surrendered	256	22	448	85	165	3	0	979
Requested	499	8	389	51	133	3	0	1083
By Vet	20	6	66	14	3	0	5	114
Totals	923	48	1357	353	337	6	930	3954
Adopted								
Stray	429	116	338	311	69	16	0	1279
Surrendered	746	171	494	347	261	14	0	2033
Totals	1175	287	832	658	330	30	0	3312
Owner Return								
Stray	1126	44	112	11	16	3	0	1312
Surrendered	158	18	26	2	5	1	0	210
Totals	1284	62	138	13	21	4	0	1522
Others								
Released	0	0	0	0	0	0	272	272
Volunteer	0	0	0	0	2	13	499	514
Died at Vet	10	1	9	4	2	0	0	26
Died at Shelter	0	0	0	3	13	1	23	40
Missing	1	0	0	1	6	0	1	9
Totals	11	1	9	8	23	14	795	861
Received Live								
Stray	1728	175	972	546	128	25	1725	5299
Surrendered	1665	223	1364	486	583	29	0	4350
Totals	3393	398	2336	1032	711	54	1725	9649

Animal Handling Statistics, Fiscal Year 1998, July 1997 - June 1998

Source:

Montgomery County Humane Society.

Disposition	Dogs	Pups	Cats	Kittens	Small Animals	Livestock	Wildlife	Total
Received DOA								
Stray	81	4	306	23	10	2	1129	1555
Surrendered	230	9	170	18	56	12	0	495
Totals	311	13	476	41	66	14	1129	2050
Euthanized								
Stray	174	7	499	205	56	5	1412	2358
Surrendered	254	31	354	70	81	0	0	790
Requested	603	13	514	108	71	1	0	1310
By Vet	18	2	51	9	9	1	6	96
Totals	1049	53	1418	392	217	7	1418	4554
Adopted								
Stray	500	127	464	306	149	64	0	1610
Surrendered	767	149	495	375	248	1	0	2035
Totals	1267	276	959	681	397	65	0	3645
Owner Return								
Stray	1243	69	150	13	50	0	0	1525
Surrendered	68	3	12	1	2	0	0	86
Totals	1311	72	162	14	52	0	0	1611
Others								
Released	0	0	0	0	0	0	293	293
Volunteer	0	0	0	0	0	1	435	436
Died at Vet	9	2	14	3	5	2	0	35
Died at Shelter	0	0	5	10	3	0	36	54
Missing	1	0	0	1	8	0	0	10
Totals	10	2	19	14	16	3	764	828
Received Live								
Stray	1935	206	1180	545	272	72	2182	6392
Surrendered	1702	197	1378	556	410	3	0	4246
Totals	3637	403	2558	1101	682	75	2182	10638

Animal Handling Statistics, Fiscal Year 1997, July 1996 - June 1997

Source:

Montgomery County Humane Society

Disposition	Dogs	Pups	Cats	Kittens	Small Animals	Livestock	Wildlife	Total
Received DOA								
Stray	87	5	267	33	6	3	1242	1643
Surrendered	290	10	208	27	57	10	0	602
Totals	377	15	475	60	63	13	1242	2245
Euthanized								
Stray	159	9	514	254	20	2	1467	2425
Surrendered	182	7	315	60	59	0	0	623
Requested	567	11	702	170	140	4	0	1594
By Vet	14	3	46	6	2	1	10	82
Totals	922	30	1577	490	221	7	1477	4724
Adopted								
Stray	472	144	419	394	78	23	0	1530
Surrendered	738	202	476	448	245	1	0	2110
Totals	1210	346	895	842	323	24	0	3640
Owner Return								
Stray	1293	68	151	13	15	0	0	1540
Surrendered	21	2	14	0	0	0	0	37
Totals	1314	70	165	13	15	0	0	1577
Others								
Released	0	0	0	0	0	0	306	306
Volunteer	0	0	0	0	0	4	398	402
Died at Vet	8	0	12	5	2	0	1	28
Died at Shelter	0	0	1	3	3	1	17	25
Missing	1	0	1	0	0	0	0	2
Totals	9	0	14	8	5	5	722	763
Received Live								
Stray	1944	222	1140	672	118	31	2199	6326
Surrendered	1511	224	1511	681	446	5	0	4378
Totals	3455	446	2651	1353	564	36	2199	10704

Animal Handling Statistics, Fiscal Year 1996, July 1995 - June 1996

Source:

Montgomery County Humane Society

Disposition	Dogs	Pups	Cats	Kittens	Small Animals	Livestock	Wildlife	Total
Received DOA								
Stray	111	3	245	25	8	0	914	1306
Surrendered	302	8	219	14	47	9	0	599
Totals	413	11	464	39	55	9	914	1905
Euthanized								
Stray	142	13	539	237	23	2	1476	2432
Surrendered	143	12	212	53	31	1	0	452
Requested	634	9	690	186	94	1	0	1614
By Vet	12	2	46	6	4	0	24	94
Totals	931	36	1487	482	152	4	1500	4592
Adopted								
Stray	492	98	471	324	75	25	0	1485
Surrendered	616	165	501	428	226	4	0	1940
Totals	1108	263	972	752	301	29	0	3425
Owner Return								
Stray	1305	64	153	25	19	5	0	1571
Surrendered	11	2	3	1	0	0	0	17
Totals	1316	66	156	26	19	5	0	1588
Others								
Released	0	0	0	0	0	0	357	357
Volunteer	0	0	0	0	0	0	287	287
Died at Vet	8	2	10	8	4	0	0	32
Died at Shelter	3	0	1	5	8	0	14	31
Missing	1	0	0	1	0	0	0	2
Totals	12	2	11	14	12	0	658	709
Received Live								
Stray	1958	177	1219	605	129	32	2158	6278
Surrendered	1409	190	1407	669	355	6	0	4036
Totals	3367	367	2626	1274	484	38	2158	10314

Animal Handling Statistics, Fiscal Year 1995, July 1994 - June 1995

Source:

Montgomery County Humane Society

Disposition	Dogs	Pups	Cats	Kittens	Small Animals	Livestock	Wildlife	Total
Received DOA								
Stray	95	5	299	34	4	3	1081	1521
Surrendered	261	14	181	7	50	3	0	516
Totals	356	19	480	41	54	6	1081	2037
Euthanized								
Stray	129	10	505	255	48	2	1372	2321
Surrendered	162	16	243	50	86	0	0	557
Requested	669	10	586	133	126	2	0	1526
By Vet	9	0	45	13	3	0	30	100
Totals	969	36	1379	451	263	4	1402	4504
Adopted								
Stray	491	105	450	330	69	23	0	1468
Surrendered	721	237	493	510	143	2	0	2106
Totals	1212	342	943	840	212	25	0	3574
Owner Return								
Stray	1290	61	178	14	25	0	0	1568
Surrendered	5	3	10	0	0	0	0	18
Totals	1295	64	188	14	25	0	0	1586
Others								
Released	0	0	0	0	0	0	220	220
Volunteer	0	0	0	0	0	0	379	379
Died at Shelter	0	0	0	1	4	0	26	31
Died at Vet	12	0	9	4	3	1	2	31
Totals	12	0	9	5	7	1	627	661
Received Live								
Stray	1929	176	1137	615	150	26	2029	6062
Surrendered	1559	266	1382	695	357	4	0	4263
Totals	3488	442	2519	1310	507	30	2029	10325

Animal Handling Statistics, Fiscal Year 1994, July 1993 - June 1994

Source:

Montgomery County Humane Society

Disposition	Dogs	Pups	Cats	Kittens	Small Animals	Livestock	Wildlife	Total
Received DOA								
Stray	84	2	246	29	8	1	638	1008
Surrendered	474	4	331	10	77	7	0	903
Totals	558	6	577	39	85	8	638	1911
Euthanized								
Stray	130	8	539	250	66	4	1287	2284
Surrendered	213	33	428	121	95	0	0	890
Requested	543	8	494	151	217	0	0	1413
By Vet	17	1	44	10	3	0	37	112
Totals	903	50	1505	532	381	4	1324	4699
Adopted								
Stray	513	142	371	310	132	15	0	1483
Surrendered	711	269	539	559	139	3	0	2220
Totals	1224	411	910	869	271	18	0	3703
Owner Return								
Stray	1257	45	170	21	10	0	0	1503
Surrendered	34	4	8	0	0	0	0	46
Totals	1291	49	178	21	10	0	0	1549
Others								
Released	0	0	0	0	0	0	226	226
Volunteer	0	0	0	0	0	0	362	362
Died at Vet	3	0	1	0	16	0	35	55
Died at Shelter	10	0	11	1	1	0	0	23
Missing	0	1	0	1	0	0	0	2
Totals	13	1	12	2	17	0	623	668
Received Live								
Stray	1930	197	1136	592	228	19	1947	6049
Surrendered	1501	314	1469	832	451	3	0	4570
Totals	3431	511	2605	1424	679	22	1947	10619

THIS PAGE INTENTIONALLY LEFT BLANK

Office Personnel Work Schedule - MCHS

Source:

Montgomery County Humane Society.

Worker	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Manager	off	1030-1900	off	1030-1900	1100-1930	1030-1900	0930-1800
Office 1	off	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	off
Office 2	off	Off	1100-1930	1100-1930	1000-1830	1000-1830	1000-1830
Office 3	off	0900-1730	0900-1730	off	0900-1730	0900-1730	0900-1730
Office 4	off	1000-1830	1000-1830	1000-1830	1000-1830	off	0930-1800
Office 5	off	Adoptions	1200-1700	1200-1700	1200-1700	1200-1700	off
Office 6	off	1030-1900	off	1030-1900	1030-1900	1030-1900	0930-1800
Office 7	off	Off	off	off	1100-1930	1100-1930	0930-1800
Office 8	1200-2030	1200-2030	1200-2030	1200-2030	off	1200-2030	off
Office 9	off	1100-1930	1000-1830	1000-1830	off	off	0930-1800
Adoption 1	off	Off	0830-1700	0830-1700	0830-1700	0830-1700	0830-1700
Adoption 2	off	0830-1700	office	office	office	office	off

Note: Office position #5 and Adoption position #2 is one staff position with multiple work responsibilities.

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX I

Kennel Work Schedule - MCHS

Source:

Montgomery County Humane Society.

Shift	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
0700-1530	4	5	4	5	5	5	6
0800-1630	1	1	1	1	1	1	0
1000-1830	1	1	1	0	0	1	0
1230-2100	1	1	1	1	1	2	2
1430-2100	2	2	2	2	2	0	0
1500-2000	1	1	1	1	1	0	0
Total	10	11	10	10	10	9	8

THIS PAGE INTENTIONALLY LEFT BLANK

Standards for Adoption Policy - MCHS

Source:

Montgomery County Humane Society.

Policy:

The purpose of our adoption program is to place an animal in a responsible home where it will:

- Receive veterinary care when needed.
- Not add to the pet overpopulation problem.
- Be controlled so it will not roam free in the neighborhood.
- Be happy with its owner and the owner happy with the pet.

In order to accomplish this goal, the Montgomery County Humane Society has established these standards and guidelines:

- Adopters will allow for a minimum of 30 days adjustment period for the animal to adjust to his new environment and family.
- Animals must be placed with adults to be kept as companion animals. They are to be accepted as family members, receiving proper nourishment, medical care and attention. Continuous outdoor confinement is not acceptable.
- All male and female animals must be neutered. A mature animal must be neutered within 30 days of adoption. Juvenile animals must be sterilized at 5 months of age. All neutering fees must be paid in full at the time of adoption. Any additional fees are the responsibility of the owner and will be paid to the veterinarian at the time of surgery. Montgomery County residents are welcome to use the low-cost spay-neuter program. At the discretion of the staff, some animals may be shuttled directly to a local veterinary clinic for surgery.
- The adoption of puppies or kittens to homes with very young children is discouraged.

Standards for Adoption Policy - MCHS (Continued)

- Puppies will not be placed into homes if no one is home during the day because these animals need special attention and care. It is cruel and inhumane to leave puppies home for long periods of time unattended. Special exceptions will be taken into consideration.
- A fenced yard is ideal for all dogs. This protects the dog from roaming and owners from liability. Dogs should never be left unattended in a yard. Chaining is not acceptable. Dogs will not be placed in homes where they will be allowed to run at large. A Humane Society representative may visit a residence to confirm proper confinement requirements.
- Adopters must be at least 18 years of age. Identification is required to adopt any pet. All adults in the household must agree to the selection of the chosen pet. Parents, relatives, roommates, etc., must visit with the pet within 24 hours of the initial application.
- Animals cannot be adopted as gifts. Animals shall not be given away or sold to another individual. They must be returned to the shelter if the adopter can no longer keep and care for the animal properly.
- Permission of the landlord is required of persons living on rental property. The landlord or rental agency will be notified personally.
- All animals must have collars with owner identification tags, rabies and license tags. If the animal is lost, a tag may be the only way to have the animal returned to its owner.
- Animals currently owned should be up-to-date on vaccinations. Mature animals should be neutered. A veterinarian may be contacted to verify the pet's health record.
- All animals must be examined by a veterinarian within 5 days of adoption. In the event an animal is sick at the time of adoption, it may be required to see a veterinarian immediately. If the veterinarian's exam indicates that the animal has a serious illness, the shelter should be notified immediately. Regular veterinary exams should be given throughout the animal's lifetime.

APPENDIX K**Adoption Rate Comparison****Source:**

National Animal Control Association's *2000 Statistical Data Survey*.

Agency Name	Location	Reporting Period	Adoption Rate
Montgomery County, Maryland	Rockville, MD	FY 1999	64.16%
Fairfax Co. Animal Control	Fairfax, VA	CY 1998	60.33%
Sioux Falls Animal Control	Sioux Falls, SD	CY 1998	50.96%
Las Vegas Animal Control	Las Vegas, NV	CY 1998	49.00%
Lee's Summit Animal Control	Lee's Summit, MO	CY 1998	47.69%
Lincoln Animal Control	Lincoln, NE	CY 1998	41.97%
Aberdeen Area Humane Society	Aberdeen, SD	CY 1998	40.30%
Animal Licensing & Placement	Anchorage, AK	CY 1998	39.72%
Billings Animal Shelter	Billings, MT	CY 1998	37.88%
Reno Animal Services	Reno, NV	CY 1998	37.20%
Lexington Humane Society	Lexington, KY	CY 1998	36.59%
Spokane Co. Animal Control	Spokane, WA	CY 1998	33.08%
Henderson Animal Shelter	Henderson, NV	CY 1998	32.96%
Norwich Animal Control	Norwich, CT	CY 1998	31.34%
Greenville Humane Society	Greenville, SC	CY 1998	27.27%
Nebraska Humane Society	Omaha, NE	CY 1998	27.12%
Maricopa Co. Animal Control	Phoenix, AZ	CY 1998	26.85%
Humane Society of the Black Hills	Rapid City, SD	CY 1998	25.78%
Metro Animal Control & Welfare	Casper, WY	CY 1998	25.23%
Palm Beach Co. Animal Care/Control	W. Palm Beach, FL	CY 1998	22.33%
Denver Municipal Animal Shelter	Denver, CO	CY 1998	22.25%
Michigan Humane Society	Rochester Hills, MI	CY 1998	21.66%
Center for Animal Care & Control	New York, NY	CY 1998	21.65%
Pima Animal Control Center	Tucson, AZ	CY 1998	20.63%
Bullhead City Animal Control	Bullhead City, AZ	CY 1998	17.73%
Bureau of Animal Control	Long Beach, CA	CY 1998	16.93%

Adoption Rate Comparison (Continued)

Agency Name	Location	Reporting Period	Adoption Rate
St. Louis Co. Animal Control	St. Louis, MO	CY 1998	16.44%
Peoria Animal Welfare Shelter	Peoria, IL	CY 1998	15.93%
Kenai Animal Control	Kenai, AK	CY 1998	15.53%
Oklahoma City Animal Welfare	Oklahoma City, OK	CY 1998	14.31%
Humane Society of Carroll Co.	Westminster, MD	CY 1998	14.00%
Wichita Animal Control	Wichita, KS	CY 1998	12.88%
Lucas County Dog Warden	Toledo, OH	CY 1998	12.61%
Tulsa Animal Control	Tulsa, OK	CY 1998	12.60%
Little Rock Animal Services	Little Rock, AR	CY 1998	11.90%
Amarillo Animal Control	Amarillo, TX	CY 1998	8.27%
Commission on Animal Care & Control	Chicago, IL	CY 1998	8.14%
Jefferson Co. Animal Protection	Louisville, KY	CY 1998	7.58%
Harris Co. Rabies/Animal Control	Houston, TX	CY 1998	2.97%
Bureau of Animal Regulation & Care	Houston, TX	FY 1998	1.83%

APPENDIX L

ASD Activities, July 1, 1998 - June 30, 1999

Source:

Animal Services Division. (Category key appears on pages L-9 and L-10)

Activity		AC11	AC13	AC3	AC4	AC5	AC7	AC8	AC9	Deer	Other	Total
45DAY	3	6	1	0	1	3	0	1	3	0	1	19
6MOS	10	64	31	0	18	62	15	44	63	0	0	307
ABAND	7	17	9	0	5	10	4	8	7	0	1	68
ABUSE	6	9	13	0	6	7	0	4	4	0	0	49
AGGR	20	59	55	1	45	59	40	61	34	0	1	375
AMHB	28	32	9	0	3	22	3	9	11	0	0	117
ATTACK/A	14	43	32	0	35	52	11	32	37	0	0	256
ATTACK/P	7	17	17	0	12	15	6	16	9	0	0	99
AT-LARGE	193	395	327	4	197	402	220	406	306	2	13	2465
BARK	363	113	74	0	8	141	26	89	74	0	11	899
BITE	75	41	24	0	8	42	18	23	44	0	5	280
BITE/B	238	124	82	3	53	138	69	78	102	0	8	895
BITE/EX	1	2	0	0	0	0	0	1	3	0	0	7
BITE/S	49	32	8	0	4	10	3	3	9	0	0	118
BREED	1	4	1	0	1	0	2	1	0	0	0	10
CATNU	46	17	10	0	3	22	6	6	1	0	2	113
COND	47	95	120	1	87	145	65	93	89	0	1	743
CRUEL	5	10	8	0	7	12	5	2	3	0	0	52
DEAD	76	3	0	6	68	2	0	9	0	908	4	1076
DEF	125	37	24	0	4	61	6	18	20	0	1	296
DNGRS	0	0	1	0	0	2	0	0	0	0	0	3
EVICT	0	3	4	0	1	4	0	3	6	0	0	21
FHEAT	0	1	0	0	0	1	0	0	0	0	0	2
HDSTR	8	0	1	0	0	0	1	0	0	0	19	29
HMANE	0	0	1	0	0	1	2	0	1	0	0	5
HOTCAR	23	16	8	0	15	8	8	3	10	0	0	91
INJUR	15	0	0	0	1	1	0	0	0	1	11	29

ASD Activities, July 1, 1998 - June 30, 1999 (Continued)

Activity		AC11	AC13	AC3	AC4	AC5	AC7	AC8	AC9	Deer	Other	Total
INSP/CK	0	2	6	0	9	2	0	1	6	0	0	26
INSP/EB	1	1	1	0	0	2	1	1	0	0	0	7
INSP/F	0	20	6	0	6	32	2	23	19	0	0	108
INSP/PS	0	1	0	0	8	1	0	2	4	0	0	16
INSP/RS	0	0	0	0	8	1	0	1	0	0	0	10
L/VAC	1	7	3	0	2	118	5	5	112	1	2	256
LAB	6	2	0	0	0	0	0	0	0	0	0	8
NEGLCT	2	7	9	0	5	9	2	1	5	0	0	40
NEUTR	0	0	1	0	0	0	0	2	0	0	0	3
ODOR	6	6	4	0	0	7	0	1	5	0	0	29
OTHER	35	148	57	1	46	106	43	78	68	0	2	584
P/DANG	0	0	1	0	0	0	0	0	0	0	0	1
PATROL	0	1	0	0	0	18	0	1	217	0	1	238
QCHECK	0	1	3	0	1	0	0	2	1	0	0	8
RESCUE	1	1	2	0	0	1	0	0	1	0	3	9
SICK	2	0	0	0	0	0	0	0	0	0	2	4
STRAY	0	0	0	0	0	1	1	0	0	0	0	2
TRAP	3	13	2	0	5	8	3	4	3	0	3	44
VEXAM	0	0	0	0	2	0	0	1	3	0	0	6
TOTAL	1417	1350	955	16	674	1528	567	1033	1280	912	91	9823

ASD Activities, July 1, 1997 - June 30, 1998

Source:

Animal Services Division. (Category key appears on pages L-9 and L-10)

Activity		AC11	AC13	AC3	AC4	AC5	AC7	AC8	AC9	Deer	Other	Total
45DAY	7	7	0	0	0	2	1	1	8	0	0	26
6MOS	13	26	12	0	0	51	50	34	90	0	0	276
ABAND	6	20	18	0	1	21	12	1	6	0	0	85
ABUSE	4	7	11	0	0	15	11	5	4	0	0	57
AGGR	18	71	69	0	6	49	34	43	26	0	0	316
AMHB	55	30	12	0	1	6	12	26	12	0	0	154
ATTACK/A	16	20	42	0	6	48	28	21	22	0	2	205
ATTACK/P	10	33	36	0	1	35	17	15	9	0	1	157
AT-LARGE	157	417	352	5	12	369	310	275	178	0	9	2084
BARK	308	138	93	1	0	97	13	63	136	1	2	852
BITE	292	259	89	2	5	173	142	78	76	1	6	1123
BITE/B	59	29	8	0	0	4	6	2	4	0	0	112
BITE/EX	0	1	0	0	0	0	0	0	0	0	0	1
BITE/S	14	5	0	0	0	0	1	0	0	0	0	20
BREED	5	4	4	0	0	5	2	2	0	0	0	22
CATNU	50	11	5	0	0	15	4	11	20	0	1	117
COND	21	157	151	0	15	131	90	68	57	1	4	695
CRUEL	9	11	19	0	2	8	13	14	3	0	1	80
DANG	0	0	0	0	0	1	0	0	0	0	0	1
DEAD	96	1	0	107	8	1	1	159	0	453	3	829
DEF	122	29	14	0	0	40	12	20	47	1	1	286
DNGRS	0	0	0	0	0	2	0	0	1	0	0	3
EVICT	0	3	3	0	0	2	7	2	1	0	2	20
HDSTR	5	2	0	0	0	0	0	0	0	0	8	15
HMANE	1	1	0	0	0	0	0	0	2	0	0	4
HOTCAR	12	11	6	0	4	10	6	3	8	0	1	61
INJUR	6	1	0	0	0	0	0	1	0	1	3	12

ASD Activities, July 1, 1997 - June 30, 1998 (Continued)

Activity		AC11	AC13	AC3	AC4	AC5	AC7	AC8	AC9	Deer	Other	Total
INSP/CK	0	9	6	0	0	10	4	7	2	0	0	38
INSP/EB	0	1	0	0	0	0	0	0	0	0	0	1
INSP/F	0	13	3	0	0	4	8	21	42	0	0	91
INSP/PS	0	6	4	0	0	3	1	2	5	0	0	21
INSP/RS	0	1	1	0	0	2	0	3	5	0	0	12
L/VAC	8	32	21	0	2	21	23	14	33	0	4	158
LAB	4	3	0	0	0	0	0	0	0	0	0	7
NEGLCT	4	25	9	0	3	17	9	5	1	0	0	73
NEUTR	0	1	0	0	0	1	0	2	0	0	0	4
ODOR	6	7	2	0	0	5	5	0	5	0	0	30
OTHER	23	137	53	0	2	41	52	41	39	0	1	389
PATROL	0	5	0	0	0	0	1	0	263	0	37	306
QCHECK	2	6	3	0	1	0	1	0	0	0	0	13
RESCUE	4	1	2	0	0	1	0	0	1	0	2	11
SICK	3	0	0	0	0	1	0	0	0	1	8	13
STRAY	0	0	1	0	0	0	0	0	0	0	0	1
TRAP	1	7	2	0	0	4	0	2	2	0	1	19
VCLIC	0	0	0	0	0	0	0	1	0	0	0	1
VEXAM	0	4	3	0	0	3	4	1	0	0	0	15
WATER	0	0	0	0	0	0	1	0	0	0	0	1
TOTAL	1341	1552	1054	115	69	1198	881	943	1108	459	97	8817

ASD Activities, July 1, 1996 - June 30, 1997

Source:

Animal Services Division. *(Category key appears on pages L-9 and L-10)*

Activity		AC11	AC13	AC3	AC5	AC7	AC8	AC9	Deer	Other	Total
45DAY	9	6	3	0	4	2	0	3	0	3	30
6MOS	4	70	22	0	58	60	26	60	0	0	300
90DAY	0	1	0	0	0	0	1	1	0	0	3
ABAND	7	14	11	2	17	5	9	6	0	0	71
ABUSE	5	16	11	0	11	7	4	5	0	0	59
AGGR	13	61	48	1	43	33	35	78	0	1	313
AMHB	54	46	19	2	15	13	8	24	0	3	184
ATTACK	14	29	38	0	35	20	17	30	0	1	184
ATTACK/A	0	1	2	0	0	2	0	1	0	0	6
ATTACK/P	0	1	1	0	1	0	2	2	0	0	7
AT-LARGE	132	354	336	8	335	229	237	358	0	3	1992
BARK	265	106	105	0	23	16	13	122	0	4	654
BITE	429	307	135	3	163	133	62	118	1	6	1357
BITE/B	4	5	3	0	5	5	3	5	0	1	31
BITE/S	2	1	0	0	0	1	0	0	0	0	4
BREED	4	2	1	0	4	3	2	1	0	1	18
CATNU	60	14	12	0	7	4	6	18	0	0	121
COND	36	180	113	3	90	99	47	61	0	1	630
CRUEL	5	14	15	0	9	4	3	4	0	0	54
DEAD	173	171	0	261	1	102	63	5	0	2	778
DEF	66	25	10	0	2	7	3	34	0	2	149
DNGRS	0	0	0	0	1	1	0	0	0	0	2
EVICT	0	3	2	0	0	2	0	0	0	0	7
FHEAT	0	1	2	0	0	0	0	0	0	0	3
HDSTR	3	0	0	0	0	0	0	0	0	10	13`
HMANE	4	4	6	0	0	1	3	0	0	0	18

ASD Activities, July 1, 1996 - June 30, 1997 (Continued)

Activity		AC11	AC13	AC3	AC5	AC7	AC8	AC9	Deer	Other	Total
HOTCAR	5	10	5	0	2	1	0	6	0	1	30
INSP/CK	1	6	4	0	7	1	5	4	0	0	28
INSP/EB	0	4	0	0	1	0	0	0	0	0	5
INSP/F	1	14	4	0	22	8	15	14	0	0	78
INSP/PS	0	5	3	0	2	2	2	3	0	0	17
INSP/RS	0	0	2	0	1	0	1	2	0	0	6
L/VAC	11	8	14	0	3	8	0	9	0	1	54
LAB	4	0	0	0	0	0	0	1	0	0	5
NEGLECT	0	7	12	0	6	7	3	1	0	0	36
NEUTR	1	1	0	0	1	1	0	0	0	0	4
ODOR	5	2	7	0	1	1	2	1	0	0	19
OTHER	28	57	39	0	28	17	20	85	0	2	276
PATROL	0	0	0	0	0	0	0	159	0	0	159
QCHECK	2	11	2	0	1	3	0	2	0	1	22
RESCUE	3	0	4	0	1	0	1	0	0	0	9
SICK	0	0	0	0	0	0	0	0	0	1	1
STARV	0	0	0	0	0	0	1	0	0	0	1
STRAY	0	0	0	0	0	1	0	0	0	0	1
TRAP	3	4	2	0	4	2	0	0	0	1	16
VCLIC	0	1	0	0	0	0	0	0	0	0	1
VEXAM	2	4	4	0	1	4	3	1	0	0	19
WATER	0	0	1	0	0	0	0	0	0	0	1
TOTAL	1355	1566	998	280	905	805	597	1224	1	45	7776

ASD Activities, July 1, 1995 - June 30, 1996

Source:

Animal Services Division. *(Category key appears on pages L-9 and L-10)*

Activity		AC11	AC13	AC3	AC5	AC7	AC8	AC9	Other	Total
45DAY	3	21	0	0	0	0	0	0	0	24
6MOS	2	250	3	0	4	1	1	1	1	263
ABAND	5	12	17	0	3	3	5	8	13	66
ABUSE	5	2	12	0	7	8	5	6	10	55
AGGR	6	9	44	0	26	26	18	24	19	172
AMHB	38	99	5	0	1	4	1	4	5	157
ATTACK	14	7	38	0	26	26	24	32	25	192
ATTACK/P	0	0	3	0	0	2	0	1	2	8
AT-LARGE	161	36	362	1	232	252	224	245	335	1848
BARK	256	8	105	0	11	5	4	25	133	547
BITE	473	91	125	0	108	107	56	109	168	1237
BITE/B	8	0	4	0	2	5	0	2	5	26
BITE/S	1	0	1	0	0	0	0	0	2	4
BREED	4	39	0	0	0	0	0	1	1	45
CATNU	63	2	5	0	5	2	1	7	22	107
COND	37	76	116	4	100	84	39	61	119	636
CRUEL	11	7	13	0	9	3	6	4	12	65
DEAD	141	105	8	40	99	106	55	79	24	657
DEF	89	1	12	0	10	4	4	13	33	166
DNGRS	0	0	0	0	0	1	0	0	1	2
FHEAT	0	0	2	0	0	0	0	0	1	3
HDSTR	2	0	1	0	0	0	0	0	7	10
HMANE	10	1	2	0	6	2	2	3	4	30
HOTCAR	1	0	0	0	0	0	0	0	0	1
INJUR	0	1	2	0	0	1	0	0	1	5
INSP/CK	4	16	0	0	0	1	4	4	1	30
INSP/EB	0	1	0	0	0	0	0	0	0	1

ASD Activities, July 1, 1995 - June 30, 1996 (Continued)

Activity		AC11	AC13	AC3	AC5	AC7	AC8	AC9	Other	Total
INSP/F	3	91	2	0	1	0	0	0	0	97
INSP/PS	1	15	0	0	0	1	0	1	0	18
INSP/RS	0	8	0	0	0	0	0	0	0	8
L/VAC	8	6	9	0	5	2	3	4	6	43
LAB	4	0	0	0	0	0	0	0	1	5
NEGLECT	2	3	4	0	2	3	3	0	3	20
NEUTER	2	4	0	0	0	0	0	0	0	6
ODOR	3	0	2	0	3	4	1	0	1	14
OTHER	32	40	30	0	11	15	9	17	35	189
QCHECK	2	1	7	0	3	1	1	1	6	22
RESCUE	3	3	3	0	4	0	2	1	4	20
SICK	0	0	0	0	0	1	0	0	1	2
STARV	1	0	0	0	0	0	1	0	0	2
STRAY	1	0	0	0	0	0	0	0	0	1
TRAP	1	3	3	0	4	0	3	2	5	21
VCLIC	0	0	0	0	0	0	0	0	1	1
VEXAM	2	0	1	0	1	1	1	2	2	10
WATER	1	0	0	0	0	0	0	0	0	1
YARD	0	0	1	0	0	0	0	0	0	1
TOTAL	1400	958	942	45	683	671	473	657	1009	6838

ASD Activities - Category Key

Source:

Animal Services Division.

Category Key:

45 DAY - Placement of a vaccinated animal that has had contact with a rabid or unknown animal under a 45 day isolation.

6 MOS - Placement of an unvaccinated animal that has had contact with a rabid or unknown animal under a 6 month quarantine.

ABAND - Complaint of animal abandonment.

ABUSE - Complaint of animal Abuse.

AGGR - Complaint of aggressive animal.

AMHB - Complaint of violation of Animal Matters Hearing Board Order.

ATTACK/P - Complaint of animal attack on a person.

ATTACK/A - Complaint of animal attack on another animal.

AT-LARGE - Complaint of animal at large.

BARK - Complaint of a dog barking.

BITE - Complaint of an animal bite (discontinued).

BITE/B - Complaint of an animal bite, break in skin.

BITE/EX - Complaint of exposure to a rabid animal.

BITE/S - Complaint of an animal scratch.

BREEDRPER - Complaint of breeding animal without a permit. (Removed from law 8/99).

CATNU - Complaint of a cat being a nuisance.

COND - Complaint of poor condition of an animal or way animal being kept.

CRUEL - Complaint of animal cruelty.

DEAD - Complaint of dead animal in roadway or in someone's yard. Hit by car animals etc.

DEF - Complaint of an animal defecating off dog owner's property.

DNGRS - Complaint of a violation of the dangerous dog ordinance.

EVICT - Request by Sheriff's Office to remove an animal from an eviction.

FHEAT - Complaint of a female dog in heat tied outside.

HDSTR - Stray animal being held by citizen awaiting pickup.

HMANE - Complaint of inhumane treatment of animal.

HOTCAR - Complaint of a dog in a hot car.

INJUR - Complaint of an injured animal.

INSP/CK - Inspection of a commercial kennel.

INSP/EB - Inspection for an exotic bird permit.

INSP/F - Inspection of an animal fancier.

INSP/PS - Inspection of a pet shop.

INSP/RS - Inspection of a riding stable.

ASD Activities - Category Key (Continued)

L/VAC - Complaint of an unvaccinated/unlicensed dog/cat.

LAB - Animals that need to be picked up from vets that need to be tested for rabies.

NEGLCT - Complaint of animal neglect.

NEUTR - Complaint of an adopted animal not yet neutered.

ODOR - Complaint of animal odor.

P/DANG - Complaint of a potentially dangerous dog.

PATROL - Routine patrol for stray dogs.

QCHEK - Verifying health of dog at end of quarantine.

RESCUE - Animal rescue.

SICK - Complaint of sick stray or wild animal.

STRAY - Complaint of stray animal (discontinued).

TRAP - Placement of humane box trap.

VEXAM - Order by Animal Control Officer to have animal examined by a vet.

Categories Not Defined:

DANG

OTHER

VCLIC

WATER

YARD

Priority Recommendations

Rating #1 - Immediate; Rating #2 - 3-6 months; Rating #3 - 6-12 months

Suggested Priority	Recommendation Number
Rating # 1	2.01
Rating # 1	2.07
Rating # 1	3.01
Rating # 1	3.04
Rating # 1	3.07
Rating # 1	4.02
Rating # 1	4.03
Rating # 1	4.04
Rating # 1	4.06
Rating # 1	4.07
Rating # 1	4.08
Rating # 1	5.09
Rating # 1	5.12
Rating #1	5.15
Rating #1	5.17
Rating #1	5.18
Rating #1	5.19
Rating #1	5.20
Rating #1	5.22
Rating #1	5.24
Rating #1	5.26
Rating #1	5.27
Rating #1	6.01
Rating #1	6.02
Rating #1	6.05
Rating #1	6.10
Rating #1	6.13
Rating #1	6.15
Rating #1	7.01

Priority Recommendations (Continued)

Suggested Priority	Recommendation Number
Rating #1	7.02
Rating #1	7.03
Rating #1	7.04
Rating #1	7.05
Rating #1	7.11
Rating #1	7.12
Rating #1	9.03
Rating #1	10.05
Rating #2	2.02
Rating #2	2.05
Rating #2	2.06
Rating #2	2.10
Rating #2	2.11
Rating #2	2.13
Rating #2	3.02
Rating #2	3.05
Rating #2	3.06
Rating #2	3.10
Rating #2	3.11
Rating #2	3.12
Rating #2	3.13
Rating #2	3.14
Rating #2	3.15
Rating #2	3.17
Rating #2	5.16
Rating #2	5.25
Rating #2	6.04
Rating #2	6.09
Rating #2	6.14
Rating #2	6.16
Rating #2	7.07
Rating #2	7.08
Rating #2	7.10
Rating #3	2.03
Rating #3	2.04

Priority Recommendations (Continued)

Suggested Priority	Recommendation Number
Rating #3	2.08
Rating #3	2.09
Rating #3	2.12
Rating #3	2.14
Rating #3	2.15
Rating #3	3.03
Rating #3	3.08
Rating #3	3.09
Rating #3	3.16
Rating #3	3.18
Rating #3	3.19
Rating #3	4.01
Rating #3	4.05
Rating #3	4.09
Rating #3	4.10
Rating #3	4.11
Rating #3	5.01
Rating #3	5.02
Rating #3	5.03
Rating #3	5.04
Rating #3	5.05
Rating #3	5.06
Rating #3	5.07
Rating #3	5.08
Rating #3	5.10
Rating #3	5.11
Rating #3	5.13
Rating #3	5.14
Rating #3	5.21
Rating #3	5.23
Rating #3	6.03
Rating #3	6.06
Rating #3	6.07
Rating #3	6.08
Rating #3	6.11

Priority Recommendations (Continued)

Suggested Priority	Recommendation Number
Rating #3	6.12
Rating #3	6.17
Rating #3	6.18
Rating #3	7.06
Rating #3	7.09
Rating #3	7.13
Rating #3	8.01
Rating #3	8.02
Rating #3	8.03
Rating #3	9.01
Rating #3	9.02
Rating #3	10.01
Rating #3	10.02
Rating #3	10.03
Rating #3	10.04